

# Club President Elect Leadership Manual

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Civitan International

Often those serving as president-elect consider the office to be “a time of waiting in the wings.” Until they are called upon, the job at hand is simply to wait until they become club presidents. Nothing could be further from the truth. As president-elect, this year should be used wisely through observing, participating, and learning all that you can about the club and its members, so you’ll be ready to serve as president.

## **Primary Responsibilities**

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- **Presiding** – In the absence of the president you are responsibility for presiding at club and board meetings.
- **Serve as club program director** - Ensure the club has on-going educational and informative club meetings.
- **Conduct new member orientation programs** – An orientation program for new members is imperative to assist in their involvement in the club.
- **Conduct the board of director orientation program** - Prior to their assumption of office orienting the board will also assist you in your preparation to serve as president.
- **Integrate electronic communications in your club operations** – Utilizing electronic forms of communication will reduce club costs and keep your members informed.
- **Observe and prepare** – Recognize ways to improve your club by listening, observing and learning from your members.
- **Understand the significant role of the club president elect** – The amount of effort, time, and enthusiasm you give to your office as president-elect will have a direct relationship to how you serve as the incoming president of your club.

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## Presiding

Since people have many demands on how they spend their time these days, suffering through a “bad” or “boring” meeting will quickly result in avoiding such meetings altogether. As the meeting leader, your performance is essential to insure members believe their time has been well spent and look forward to returning to the club environment. The basic skills of meeting management are not difficult to master, but preparation is required.

- Prepare an agenda. An agenda is put together a day or two before the meeting after talking with your leadership team (board and committee chairpersons).
- List the person(s) responsible for each item on the agenda. Make sure the people listed on the agenda know they will have to be prepared for the meeting. Don't wait until five minutes before the meeting to do this.
- Begin the meeting on time. When you wait for the latecomers it rewards their tardiness.
- Speak clearly and loudly enough to be heard by everyone in the room.
- Follow the agenda and keep the meeting on track.
- Listen to what others' are saying during the meeting. As the club leader you are responsible for leading the meeting, not dominating it.
- Summarize decisions made during the meeting and review who is responsible for actions to be taken. Identify items for the next business meeting or items that go to committees or the Board for further action. You may want to ask the secretary to assist you in tracking this.
- End the meeting on time. Civitan members are busy people with other obligations. Ending on time reduces the need for members to leave before you have completed the agenda.

### Different types of meetings:

- **Club meetings** - A structured agenda with an emphasis on announcements, programs, and opportunities to volunteer for projects. Held weekly, bi-weekly or monthly.
- **Board or business meetings** - A predetermined agenda focused another on activities being planned, discussion of issues raised by members, etc. Held monthly.
- **Planning meetings** – This type of meeting is directed on situation analysis, problem-solving, and decision-making. Held annually or semi-annually.
- **Brainstorming meetings** – This meeting may be held in conjunction with planning meetings. It is the least structured of the meeting types and emphasis is on getting as many ideas as possible on a particular topic or issue such as membership growth or fundraising. Held prior to October 1.

## Club Meeting Agenda

### *Month 11, 20XX* **YOUR Civitan Club** **Agenda**

Call the meeting to order

Pledge

Invocation or Moment of Silence

The Civitan Creed

Recognition of Guests

Member Related Announcements  
(birthdays recognition, special events, etc.)

**Project Reports:**

**Service:** Project name, date, time, location

**Knowledge:** New Member Orientation,  
Speakers, Conventions

**Fellowship:** Social name, date, location

**Program:**

*Speech Name*  
*Speaker Name*

Next Meeting: Date & Time



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# Board Meeting Agenda

## Month 11, 200X *YOUR* Civitan Club Board Meeting Agenda

Welcome

Recognition of Guests

### Secretary Report

- Minutes
- New Members

### Treasurer Report

- Account Balances
- Restricted Accounts
- Budget
- Invoicing

### Old Business

### New Business

### Project Reports:

#### Service:

Fruit Cake Report

Candy Box Report

*Project Name*

Knowledge: New Member Orientation  
Speakers, District Meetings, Conventions

Fellowship: *Social name, date, location*

Next Meetings Plans, Speakers

Next Board Meeting Date and Time

Open Floor

Adjournment



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## Serve as club program director

Far too many club meetings are a mishmash of reports and unprepared officers, or programs that offer little interest or entertainment. Few members have the time or desire to waste an hour of their day on long-winded reports, announcements, or business. Consequently, members lose interest and slowly stop participating all together.

As program director, your involvement is essential in making the club meeting interesting, worthwhile, and informative. This can be accomplished by scheduling speakers who offer a variety of timely topics – so much so that your members actually look forward to the next meeting. Although there may be a program committee in your club, you will be responsible for leading the effort.

It's quite easy to find countless topics that can be covered at each week's meeting. So many programs are available limiting clubs only by their imagination, ingenuity, and energy. Listed below is a sampling of the many presentations available from non-Civitan sources to help assist in your club's efforts to secure programs. (Programs emphasized here should be entirely without fee, except in some cases where mileage expenses may be requested.)

- **Education** - your superintendent of schools, board of education, and school principal. All have a story for your club because they need your support.
- **Governmental Departments** – this is a tremendous source, so prolific that you must be careful not to over-indulge. Intersperse with other types of programs. In phone book under your CITY, you can find Police, Fire Dept., Building Inspectors, Animal Shelters, Civil Defense, Garbage Collection, Courts, County, State, and Federal departments.
- **Industry and Business** - contact public relations, publicity, or personnel departments of large industries. They usually have trained speakers, films, or even offer tours. Many are eager to interest you in their product.
- **Chamber of Commerce** – generally has a speaker's list.
- **Advertising Agencies** – usually can furnish lists of clients who will host programs.
- **Military** – Air Force, Army, Navy, Marines all have stories. Contact the public relations officer or the local recruiter.
- **Charitable Organizations** – YMCA, Red Cross, Salvation Army, Goodwill Industries, Heart Association, Cancer Society, and on and on.
- **Amateur Sports** – local football, baseball or basketball coach.
- **Travel Agencies** – Railroads, buses, steamships, airlines.

Club programs are critical. Meetings should give members a chance to relax, have fun, and perhaps learn something. Do not allow meetings to be predominately argument, discussion and debate over business issues. Let's review six important steps to ensure success:

1. Plan programs at least two months in advance.

2. Vary the type of programs to create a change of pace. Consider topics that cover national and local interest, humorous issues, or travelogues.
3. Stress programs that will have interest and appeal for club members. Getting to know your members and their interests will support you in this responsibility.
4. Use adequate communication and follow-up with the program speakers to ensure that they show up on time and prepared.
5. Use many members to help on the program committee. This will provide in an array of topics since committee members will have different contacts in the community.
6. Cooperate fully with the bulletin editor and publicity chairperson to adequately announce and properly report the upcoming program. Email announcements are an ideal way to do accomplish this.

Arranging speakers for your programs is a simple process. After you have the tentative schedule of topics and a master calendar, use the following guidelines:

- Make the first contact by telephone.
- Brief the speaker on the club and its members. Are they formal, or do they relax and enjoy informality in a speaker?
- Have a particular date in mind; if the speaker is not available, suggest other dates from your master calendar. Good speakers may require four to five months advance booking.
- Explain the time limits of the club meeting. This will save embarrassment for both the speaker and you.
- Confirm your initial contact by letter. The letter should give date, time, place of meeting and driving instructions if necessary. The letter should state explicitly that the speaker is invited to join you for a meal. Send the confirming letter as soon as possible after the preliminary arrangements are made.
- If the program has been engaged well in advance, a reminder note should be sent 10 days before the meeting. A telephone call on the morning of the meeting would also be in order.

If your club doesn't have a program committee, consider three different methods:

- As program director you will be responsible for choosing all programs and making the necessary contacts to confirm the programs. Once confirmed, chose a chairperson for the particular program. The chairperson's responsibility will be to contact the speaker by telephone the day before the meeting, host the speaker, and make the introduction of the speaker.
- As program director assign individual members to be responsible for a program. Give them specific dates and ask them to follow-up and report back to you once a speaker is planned. With this method, you need only assist when necessary.

- As program director, appoint a committee of three to five Civitans to assume all responsibility for identifying and presenting programs.

With any of these methods, the ultimate responsibility falls on your shoulders. Don't just delegate the task and forget it; constantly follow-up and communicate.

As president-elect, this particular responsibility will enhance your knowledge in the areas of organization, planning, and working with others. Coordinating club programs will not only benefit the club, but will serve to sharpen your skills in areas needed when you are the club president.

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## Conduct new member orientation programs

When a new member is accepted into membership, an orientation program is imperative to begin their involvement in the club. Without understanding the basic purpose, areas of opportunities, and club activities available, there is little chance a new member will know how to get involved in the club.

Here are some key points in welcoming and immediately involving new members:

- **Warmly welcome newcomers.** Once you've been a member of a club for an extended period of time, you often forget how it felt to walk into a room full of strangers. Many people have a difficult time meeting and making new friends, especially in unfamiliar environments. Your club membership should go out of their way to greet the new member, talk to him, and give him the feeling he is part of a group. A new member should never be left standing in a corner or sitting at a table alone. Welcome them at the entrance, escort new members around introducing them to officers and all members. Sit with them or find them a place next to another enthusiastic member.
- **Introduce new members.** The president should announce the attendance of the new member at club meetings and give the date of the induction ceremony to be scheduled as soon as possible after joining. Also highlight the new member with a brief bio in your club newsletter.
- **Make initiation a big deal.** Initiation of a new member is a first and lasting impression. Take the time to do something out of the ordinary. All members should be present for the ceremony. Make it a club priority to perform an impressive initiation ceremony.
- **Orientation is a must.** As soon as possible after a person joins, an orientation should take place to educate the member. New members need accurate information in order to understand their place in the club and to get involved. A new Member Orientation video is available online at [www.civitan.org](http://www.civitan.org) or you may receive a copy by contacting Civitan International (ext. 116). An example of the complete orientation process is in the administrative section of this manual. Please review and implement all areas listed for each new member who is accepted in the club.
- **Ask for new members' interests.** In order to determine which area the new member could best serve the club, find out, through a questionnaire or conference, what the new member's background, interests, and expertise are and in what areas they would like to serve. Unless the new member is aware of the description of committees and what



opportunities are available, he or she may be asked to serve on a committee for which he or she is not qualified or in an area that other members shun.

- **Assimilate new members quickly.** A member is never more motivated than right after they join. Mainstream them immediately to make them feel that they are an important part of the club. Don't let that enthusiasm wane! That means GET THEM INVOLVED on committees, seek their advice, and use their talents. The club president should see that the committee chair gives this new club member something to do. In some instances it might even be appropriate if the new member has the qualifications, to give them even more responsibility and ask him or her to chair a committee. If he or she is given the responsibility of leading a committee, the club president should explain the function and purpose of the committee as well as his or her duties as chairperson. It is also helpful to give him or her written copies of the final report or evaluation of previous committee chairs. Furthermore, the president should follow-up with any assistance needed to ensure that the new member is doing the job and is satisfied with their involvement. Use caution that the new member is not given too much responsibility to the extent that the club begins to impose too greatly on his or her time. This will result in burn out and the club may lose a productive member. Learn to "stroke" these achievers without overworking them.
- **Encourage new members to participate in the VIP Program.** Civitan International *VIP Program* not only helps in orienting the new member but involves them. The club and the sponsors of new members must encourage participation in this program in order for it to be effective. All materials for the *VIP Program* are available through Civitan International (ext. 120).

These are just a few of the key points in getting new members involved. A president-elect, your responsibility of orienting new members will facilitate that they better understand what the club is all about, form friendships, and feel that they are a part of the club. Focusing everyone's attention on supporting the new member is a sizable undertaking, but one that's worth the effort. Orienting new members will also require that you become familiar with all aspects of the organization in order to teach others. This will give you a head start before serving as president and will allow you to gain the knowledge needed to successfully lead your club.

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## **Conduct the board of director orientation program**

Orienting new board members is a responsibility that will assist in your preparation to serve as president and participate on the Board. Since you will work closely with your board members, gaining the knowledge needed to orient them can only benefit you in future administrative skills.

The complete orientation process is discussed in the administrative section of this manual. Please review and implement all areas listed when conducting orientation for the board of directors.

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## **Integrate electronic communications in your club operations**

The late twentieth century has been characterized by a number of technological advances and changes. One of the most dramatic changes has been the emergence of electronic forms of

communication. You should be in the forefront of leading your club toward the integration of electronic communication into the operation of your club.

Let's look at some ways you could use electronic communication/email (if it's not being used already):

- Supplement or replace the "TelephoneTree" used to notify members of meetings and projects. Email is a wonderful way to remind people of meetings and events.
- Supplement or replace the club bulletin with an email newsletter.
- Establish a presence on the internet for the club through the posting of a web page detailing information about the club. **The web page can be created and hosted free of charge** using assistance from the Civitan International home page [[www.civitan.org](http://www.civitan.org)] that provides authoring tools for clubs to use.
- Distribute club minutes, meeting agendas, etc.
- Develop a bulletin board service for the posting of announcements, ideas for projects, updates on activities, etc.
- Meeting and project invitations and reminders.

It's easy enough to do any or all of these things. If you are not web-literate, ask in a club meeting for someone who is willing to show you the ropes. Don't assume that the helpful club member will necessarily be a younger member either since lots of people are using electronic communication!

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## **Observe and prepare**

As president-elect, this year should be used wisely through observing, participating, and learning all that you can about the club and its members, so you'll be ready to serve as president. Create relationships with your membership as to better understand the strengths and talents of each person. Take notes or use a journal. Never leave this information to memory. This knowledge will not only be useful in implementing needed changes, but will also assist you in the nominations process and in selecting committee chairs for next year.

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## **Understand the Significant Role of the Club President**

The amount of effort, time, and enthusiasm you give to your office as president-elect will have a direct relationship to how you serve as the incoming president of your club. If you observe, learn, and listen during this year, you will be prepared to fulfill the responsibilities that lie ahead of you.

The knowledge and organizational tools you will master through administering the orientation programs, setting up electronic club communication, and serving as program director will give you much of the needed skills to succeed as club president. Use your time wisely and become involved in as many aspects of the club as possible. This will ensure your success and prepare you to lead the club in achieving annual goals.

**ADMINISTRATIVE  
INFORMATION  
AND  
FORMS**

# New Member Orientation Agenda

**Month 11, 200X**

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## **Orientation Agenda**

*Welcome*

*Recognition of Guests*

*Introduction of Officers and Members*

*Introduction of Orientation Speakers*

**Civitan International – “New Member Orientation Video”**

### **Unit 1 – You and the your Civitan Club**

- *Civitan Mission*
- *Civitan Creed*
- *History*
- *Your Civitan Club*

### **Unit 2 – The International Connection**

- *Your Civitan Club*
- *Your Civitan District*
- *Civitan International - History*

### **Unit 3 – Finding Your Place in Your Club**

- *Survey Yourself:*
- *Service –What do you want to do? Leadership or Chairperson? Projects, Developmentally Disabled, Youth, Community, Fundraising, Marketing, PR, Newsletter, Club management?*
- *Knowledge – What do you want to learn?*
- *Fellowship – What do you like to do?*

### **Unit 4 – Sharing Civitan with Others**

- *What to say?*
- *Who to invite?*
- *“Talk Civitan” Video*
- *Three names to recruit.*

### **Unit 5 – Participating in the VIP Program**

- *Very Important Part of Civitan*

*Questions and Answers*

*Adjournment*



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# Overview of New Member Orientation

## Units I – IV

Once a new member is accepted into membership, you should contact them to schedule an orientation meeting. The new Member Orientation video is available online at [www.civitan.org](http://www.civitan.org) under the Leadership Training icon and should be used with this complete orientation process. The orientation involves a four unit training session and should involve the new member in an array of club activities without delay. Upon completion, send the new member certification report form so your new member will receive a certificate from Civitan International.

### **Unit I: You and Your Club**

This unit is designed to acquaint the new member with all aspects of the local club, including history, on-going activities, organization, etc.

### **Unit II: The International Connection**

A logical extension of the first unit, this unit focuses on the operations and make-up of the organization at the district and international levels, and their inter-relationships with the local club.

### **Unit III: Finding Your Place in Your Club**

Designed to help the new member identify those areas of club work that interest them.

### **Unit IV: Sharing Civitan with Others**

This unit will assist the new member in identifying and recruiting prospective members, maximizing their enthusiasm.

## **NEW MEMBER ORIENTATION UNIT I:**

### **Title: You and Your Club**

**Objective:** At the end of this unit, the new member should understand and identify with the history, traditions, composition, club projects, and other accomplishments of the club. Furthermore, the new member should be familiar with the relationships that exist within the club and the community it serves.

### **Materials Needed:**

- CL100 – *This is Civitan* brochure
- Local Club Folder including such items as constitution, roster, officer list, projects list, awards program, organization chart, committee list, budget, bulletins, and sample programs.

### **Instructional Process:**

- Discuss the major concepts in the first sections of the brochure *This is Civitan*, which includes the Civitan's mission statement, club purpose, origin of Civitan, the Civitan emblem, creed, and club structure.
- Review the specifics of the local club using the Local Club Folder, discussing:
  - a. When, where and how this club was developed/chartered.
  - b. What local, district, and/or international projects has the club done.
  - c. The ways in which the club raises funds to finance projects.
  - d. How the club makes decisions and how do persons attain officer status.

- e. What social activities are sponsored by the club for members and their families.
  - f. What are the financial responsibilities of members.
  - g. How a new member can know what has, is and will happen in the club.
  - h. Opportunities for personal development and service, especially through volunteering for functions, accepting committee and officer roles.
- Explore how the local club relates to other Civitan clubs.

## **NEW MEMBER ORIENTATION UNIT II:**

### **Title: The International Connection: Your Club, District, and Civitan International**

**Objective:** At the end of this unit, the new member should understand the relationship between the local club, the district and Civitan International. Furthermore, the new member should be familiar with the operation of Civitan at the district and International levels.

#### **Materials Needed:**

- CL100 – *This is Civitan* brochure

#### **Instructional Process:**

- Discuss the sections in the brochure titled Civitan Projects, District support structure, International support level, and the Civitan International Foundation.
- Explain the history and purposes of Civitan International.
- Ask the new member to list the values of being a part of an International organization, especially in terms of helping others.
- Review the opportunities which the district and Civitan International provide for the member and the club.

## **NEW MEMBER ORIENTATION UNIT III:**

### **Title: Finding Your Place in Your Club**

**Objective:** The new member should become familiar with the different roles or opportunities he/she can get involved in which best suits their abilities and interests.

#### **Materials Needed:**

- A list of opportunities for service in the club, such as committee, projects, or special assignments.

#### **Instructional Process:**

- Discuss the new member's skills, abilities and interests.
- Explore and identify specific opportunities for service based on their responses.
- Arrange and ensure the new member's involvement in these areas. Follow up with the new member and other members with whom they are working to see how the new member is progressing.

## **NEW MEMBER ORIENTATION UNIT IV:**

### **Title: Sharing Civitan with Others**

**Objective:** At the end of this unit, the new member should be able to approach a prospective member and present Civitan in an effective manner so as to secure the prospective new member as a Civitan.

#### **Materials Needed:**

- CL101 – *Volunteers – Making a difference around the world* brochure
- CL181 – *A Guide for One-on-One Sponsorship* brochure
- CL116 – Prospective New Member List Form (located in the *Adding To Your Success* manual)

#### **Instructional Process:**

- Ask the new member to develop his/her statement about “What is Civitan?”
- Role-play as a prospective member with new member.
- Ask new member to list at least three prospective members and place their names on the Prospective New Member List.
- Ask them to identify one of the prospects which they will contact and invite to the next club meeting.
- Follow up and encourage the new member until he/she successfully gets a prospective member to a project or meeting.

## **NEW MEMBER ORIENTATION UNIT V:**

### **Title: Participating In the VIP Program**

**Objective:** Unit V should give the new member a jump-start in getting involved in an array of activities.

#### **Materials Needed:**

- CL149 – *VIP Program* brochure

#### **Instructional Process:**

- Review with the new member how the VIP program works.
- Discuss the five categories in which they can earn points in the program.
- Follow up to ensure the new member is completing the program. After completion, send in the scorecard to Civitan International and receive a VIP pin, and certificate.



## CIVITAN MEMBERSHIP SURVEY

Member Name \_\_\_\_\_

Please indicate by an X the projects you are interested in participating in. If you are interested in being the Chairman or Co-Chairman then please indicate with a C. Your input is invaluable as we go forward this year as a team.

### COMMUNITY SERVICE

- \_\_\_\_\_ Habitat for Humanity
- \_\_\_\_\_ Senior Citizen Projects
- \_\_\_\_\_ Feeding the Homeless
- \_\_\_\_\_
- \_\_\_\_\_

### YOUTH PROJECTS

- \_\_\_\_\_ Christmas Families
- \_\_\_\_\_ St Judes Ranch
- \_\_\_\_\_ Adopt a School
- \_\_\_\_\_
- \_\_\_\_\_

### MENTAL/PHYSICAL DISABILITIES

- \_\_\_\_\_ Camp Civitan Cleanup
- \_\_\_\_\_ Opportunity Village
- \_\_\_\_\_ Walk-A-Thons
- \_\_\_\_\_ Special Olympics
- \_\_\_\_\_
- \_\_\_\_\_

### FUND RAISERS

- \_\_\_\_\_ Candy Boxes
- \_\_\_\_\_ Fruit Cake9\*\*9
- \_\_\_\_\_ Christmas Gift Wrap
- \_\_\_\_\_
- \_\_\_\_\_

### BENEFACTORS

- \_\_\_\_\_ Civitans at the Helm
- \_\_\_\_\_ Civitan Research Center
- \_\_\_\_\_ Jr. Civitan Sno Do
- \_\_\_\_\_ Jr. Civitan Dance-A-Thon
- \_\_\_\_\_ Special Olympics
- \_\_\_\_\_

### SOCIALS

- \_\_\_\_\_ Bowling
- \_\_\_\_\_ Picnic/Barbeque, Potluck (Specify)
- \_\_\_\_\_ Card Game Night
- \_\_\_\_\_



## **GUEST SPEAKER SUGGESTIONS**

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## **COMMITTEE VOLUNTEERS** (X for committee and C for Chairman or Co-Chairman)

- \_\_\_\_\_ Program Committee
- \_\_\_\_\_ Project Committee
- \_\_\_\_\_ Membership/Elections Committee
- \_\_\_\_\_ Communication/Publicity Committee
- \_\_\_\_\_ Fundraising Committee
- \_\_\_\_\_ Fellowship and Attendance Committee
- \_\_\_\_\_ Budget/Finance Committee
- \_\_\_\_\_ Awards Committee
- \_\_\_\_\_ Scrapbook Committee
- \_\_\_\_\_ Newsletter Editor
- \_\_\_\_\_ Club Building
- \_\_\_\_\_

## **OFFICERS** (X if interested)

- \_\_\_\_\_ President-Elect
- \_\_\_\_\_ Secretary
- \_\_\_\_\_ Treasurer
- \_\_\_\_\_ Directors
- \_\_\_\_\_ Sergeant-At-Arms
- \_\_\_\_\_ Education Manager
- \_\_\_\_\_ Chaplain
- \_\_\_\_\_

## **AWARDS**

If you want to suggest a member for the following-please submit their name

- \_\_\_\_\_ Civitan of the Year
- \_\_\_\_\_ Volunteer of the Year
- \_\_\_\_\_ Citizen of the Year
- \_\_\_\_\_

**MEETINGS** (Please indicate your preference for days of the week you are available and your preference for meeting time. Any suggestions for location are also welcome. This is just a survey and does not mean that our normal meetings will change.)

- \_\_\_\_\_ Breakfast
- \_\_\_\_\_ Lunch
- \_\_\_\_\_ Evenings
- Preferred Location \_\_\_\_\_

**VOLUNTEERS DON'T HAVE MORE TIME  
THEY JUST HAVE MORE HEART!**

# Overview of Board of Directors Orientation

## Title: Now That You Are on the Board

**Objective:** At the completion of this unit, the member who has been elected to the club's Board of Directors should understand the role and function of that Board. He/she should be able to participate in the decision-making process using the consensual method, and demonstrate the skills necessary for full participation as a Board member.

### Materials Needed:

- CL142 – *How to be an Effective Club Board Member* brochure
- Copy of club's constitution and bylaws and the Constitution and bylaws of Civitan International.
- Question and response sheet discussed below. Distribute a copy to each member.
- Copies of the group exercise questions. Distribute a copy to each member and conduct a group discussion on the typical issues requiring board action.

### Instructional Process:

- You should begin the session by passing out a response sheet with the following questions.
  - a. Why is the work of the Board important?
  - b. What do you think you have to contribute to the work of the Board?
  - c. What changes do you think the club needs to make in order to be more effective?
  - d. What do you think are the strengths and weaknesses of the club?
- After the group has explored what it means to be a Board member through responses to questions above, review each heading found in the literature mentioned under materials.
  - a. Policy and Legislative function
  - b. What is a Board of Directors?
  - c. The Presiding Officer
  - d. Planning Meetings
  - e. Running Meetings
  - f. Setting Policy
  - g. Evaluating Programs
  - h. Communications
  - i. Dealing with Pressures
  - j. An Eye to the Future
- Ask the group to give examples of the kinds of decisions which a club board is asked to make: 1) policy, 2) allocation of resources, both financial and personnel and 3) operational, such as programs, projects, etc. Try to elicit specific examples of each kind of decision to ensure understanding by each member.
- Review the process of consensual decision-making with the group by allowing them to participate in a simulated decision-making situation as outlined in the exercise on the following page.
- Conclude the session by assuring the group that they can function together as a team, making the best possible decisions for the club.

## **SAMPLE DECISION-MAKING EXERCISES FOR THE BOARD OF DIRECTORS**

1. Your club annually budgets \$1500 to send two delegates to the International Convention. This year, three people have expressed interest in attending, yet your funds will only accommodate two. One of the prospective attendees is your club president. The other two are relatively new members, with less than three years of club involvement. Neither has held a club office beyond the committee level – one is your Candy Box Chairperson; the other chairs your Publicity Committee. Who does the Board select to attend?
2. Two of your members are several quarters in arrears with dues payments. Neither of the members attends meetings regularly anymore. Several attempts have been made to contact them by mail and by phone unsuccessfully. What actions (if any) should the board authorize?
3. Your club Projects Committee has recommended a new service project that would result in widespread publicity and acclaim for the club. The project is such that hands-on activity is a must (and from most of your members). The project would also detract a bit from some of your on-going projects that only require one or two people participating. While these projects have been around for many years, most of your members have never been involved in any of the work because of their limited volunteer needs. How should the Board deal with this proposal?

