

# FMC Officer and BOD Guidelines.

## PRESIDENT

Is the Chief Executive Officer of the Club; primary contact for the community; and is responsible for the activities and financial standing of the Club. Duties include: presides at meetings; represents the Club at functions; formulates and develops programs to improve Club operations and achieving goals; appoints committees; serves as Ex-Officio of ALL committees; insures that ALL reports are completed and distributed on time (to include but not limited to: new member information, monthly financial report, proper posting of dues payments received, and the annual report to MCA); and recognizes members for their accomplishments on behalf of the Club.

The President is the most important office in the Foothills Mustang Club. This leadership position accounts for the membership levels, programs, and the manner in which the Club is viewed by members and prospective members, and the community. With effective leadership in this office, the Club will be successful based on the results of the Club's activities. Success and achievement begets recognition, and a growing membership.

## CHARACTERISTICS AND TRAITS

- \* Proven leadership and management skills.
- \* Effective communication skills with members, the community, and other classic car organizations.
- \* Ability to establish mutually agreed upon objectives, plan and direct, and articulate and promote strategies within sphere of Influence.
- \* Ability to recognize and solve problems.
- \* Willingness to delegate tasks and responsibilities, while controlling and managing results.
- \* Clear understanding of financial and fiscal requirements.
- \* Effective speaking capability for ceremonies, meetings, presentations, and for fund raising.
- \* Experience and/or clear understanding of subordinate officer duties and responsibilities.
- \* Flexible thinking -- acceptance of dissent in discussion and plans.
- \* Ability to run concise, effective meetings.
- \* Ability to lead and work as a team

## NARRATIVE OF JOB ACCOUNTABILITY AND RESPONSIBILITIES

### LEADERSHIP

The first and most important job of the President is to lead. In doing so, he/she sets an example for other officers, and the Club members. Leading also requires that tasks and accountabilities (along with authority) be delegated to subordinate officers and members. However, the ultimate responsibility for accountabilities still rests with the President. In leading, it is important to continually assess results, and assist/support subordinates in removing obstacles to their completing their delegated tasks.

### PRESIDE AT MEETINGS

The President should be reasonably well versed in Roberts Rules of Order in conduct of meetings. Meetings should be concise, orderly, and allow relevant information to be presented that represents different points of view. The President controls the meetings. The manner in which a meeting is run will have a significant impact on attendance, participation, and promoting the Club.

The President is also called on to chair officer and/or committee meetings, in addition to general membership meetings. The meeting results are directly proportional to the focus of topics, control, timeliness, and decisions relative to views presented.

An agenda is helpful for meetings, which should be developed and/or approved by the President. During the business portion of the meeting, it is important to focus on business, though a little humor can keep matters in perspective. Socializing is best done before and after.

### CHIEF EXECUTIVE OFFICER OF THE CLUB

As an incorporated entity within the state, the President is CEO of the Board and the Club. As such, he/she is responsible, as a corporate officer, for the activities, financial standing, and image portrayed in the community and the Club.

### POSITIVE PUBLIC RELATIONS

The President is looked to by the Club, the members and Board, and the community as the primary contact and promoter of Club events and community/Club activities. Public relations include direct meetings, media contact, and appearance at appropriate events. The leader of an organization, by virtue of his/her position, will be the primary provider of information, the primary representative of the Club at functions, and the primary salesman for the Club.

### FORMULATION AND DEVELOPMENT OF PROGRAMS

A newly elected President has ideas and programs that he/she promotes, so too should the President have ideas and programs that will improve Club operations, and enhance the capabilities/results of achieving goals. The President must be able to articulate, sell, and compromise where appropriate, promote programs and objectives with Club members and the Board. Where possible, a written plan/strategy for each program and idea, discussing the merits and weaknesses, and agreeing on a direction, should be presented to the Board and the membership. Other officers and members will also have ideas and programs, but it is the ultimate responsibility of the President to lead the way in development and initiation.

### APPOINTMENT OF COMMITTEES TO CARRY OUT CLUB BUSINESS

There are few reasons to appoint a committee: To bring together varied skills and perspectives to study/solve a problem or evaluate an idea; to plan, initiate, and accomplish a given task or program; to involve members in a legitimate activity that might otherwise not volunteer.

Some items to consider in setting up a committee (which will be discussed in a later section) are: Determine if the purpose clearly needs a committee, or can the situation be handled by making one individual accountable; make sure a committee is not formed to delay action on solving a problem; clearly define the results expected of the committee, and establish a start and end date, at which time the committee will be dissolved; select a committee chairman who has strong leadership and meeting skills to reduce the time and effort to achieve results. There are adages about committees -

A committee is comprised of the unwilling, formed by the unfit, to do the unnecessary; and, a camel is the result of a committee trying to design a horse -- so it behooves the President to assure the necessity, bring together the qualified skills, and describe time targeted expected results. Because committees are formed and authorized by the President, he/she is ultimately responsible for the result.

#### RESPONSIBLE FOR FISCAL STABILITY AND FINANCIAL PROCEDURES

The financial wellbeing of the Club is a significant target for the President, the Board, and officers of the Club. The first concern is for the financial integrity and credibility of the Club - the proper channeling and use of funds (i.e. if funds are generated for a charitable purpose, they are used for that purpose). The President is ultimately responsible for the fiduciary nature of the finances for the Club. It takes money to operate a Club, and more money to support programs, events, and activities. Of importance to Club operations is communications with members, prospective members and the community - normally done by means of a newsletter (postage and printing costs). To support Club activities and charitable causes, the Club will have to look to outside donations and fund raisers. The solicitation of donations is an important job of the President - he/she is the "point man" for contacting personal and corporate donors. (Additional coverage will be given in a later section).

The integrity, image, membership level, and ability to support events are often directly proportional to the size of the treasury, and the way in which it is managed. Every President needs to understand sources of revenues, expense control, cash flow, profit and loss, and balance sheet data - and be assured that financial procedures provide an audit trail to support inquiries.

The President should be one of two signers on Club checking and monetary accounts (the other being the Treasurer).

#### ABIDES BY THE BY-LAWS AND POLICIES OF THE CLUB

The President must set the example for the other officers and members of the Club. Every officer must be familiar with the By-Laws and Policies prescribed by MCA and the Club. All policies and bylaws must be compatible. The By-Laws and Policies of the Club and MCA are the guiding principles under which the organization operates. The President is ultimately held accountable for adherence to by-laws and policies, and therefore must assure that the Club and its members are also in compliance.

#### SUMMARY

The Club President's position is critical to the success of the Club. The ability to lead will be decisive to the success of the Club. The ability to delegate and monitor results will be crucial to time management -- getting things done through others and achieving desired results, thus creating a positive image and attracting members.

## VICE PRESIDENT

The Vice President holds a crucial position within the Foothills Mustang Club (FMC), since he/she is responsible primarily for the recruiting and retention of members.

The Vice President should be familiar with the operations and projects of the Club, influence programs, and be a representative to the Board of Directors on what members and prospective members are looking for from the organization. The Vice President must also be able to sell ideas and programs to the members that will assure growth of the organization; of all the specific officer assignments, recruiting and retaining member's ranks at the top of the list.

## CHARACTERISTICS AND TRAITS

- \* Enthusiasm for the organization, and salesmanship
- \* Ability to be innovative and promote ideas
- \* Ability to put together marketing/advertising plans
- \* Ability to develop brochures and other documentation for selling the FMC
- \* Evaluation capabilities in assessing member ideas, suggestions, and issues \*
- Thorough knowledge of the Club's operations, programs and activities and their strengths and weaknesses
- \* Effective communication skills -- both written and verbal
- \* Effectiveness in promoting ideas and dealing with media, groups, and with individuals
- \* Commitment to supporting members, and addressing their needs
- \* Initiative in maintaining members through phone calls, correspondence, and visits
- \* Problem solving capability on non-operational issues
- \* Project and committee leadership capabilities

## NARRATIVE OF JOB ACCOUNTABILITY AND RESPONSIBILITIES

### CHAIRMAN OF MEMBERSHIP PROGRAMS

The most important function to be performed by the Vice President is the development and maintenance of programs for enhancing Club membership.

There are several methods and considerations for how this function can be carried out effectively. The Vice President will need to make personal contact with prospective members, and with members whose renewal dates are near, or have past. Personal letters to prospects and members may also be required. Phone calls encouraging members and prospects to attend meetings and activities are necessary. Development of marketing material and brochures to be published by the Club or distributed to media sources may also be required.

The Vice President will need assistance from members of the Club. A committee or project may be one answer, in which the committee/project members take responsibility for various aspects of membership programs, and share in the phone and personal contacts. The Vice President needs to be adept at leading such a group, by establishing goals and objectives, and providing constant support.

The Vice President will also need to contact outside groups, like other classic car organizations. In doing so, he/she must have a program to sell, and generate interest in the FMC. Fliers in prominent areas, cruise-ins, and other events are ways to gain notoriety. Once members are on board, the Vice President needs to be interested in the participation of members - encouraging them to attend meetings and programs. He/she also needs determine if the Club is meeting the expectations of the member. Once on board, the name of the game is to keep members in the Club.

### WORKS ON/PRESIDES AT COMMITTEES DESIGNATED BY THE PRESIDENT

Normally, the Vice President should be assigned to projects and committees that have an effect on membership participation and programs. Such projects/committees may include membership, events, awards, meeting programs, or other if deemed appropriate by the President.

### INITIATE PROGRAMS AND SUPPORT ACTIVITIES OF THE CLUB

The Vice President should be influential in bringing about programs and activities that meet the needs of members. The President may utilize the Vice President to prepare monthly general meeting programs (other than the business meeting) that involve members, and bring interesting speakers/topics to the membership. By contacting subject matter experts, Club members, or other qualified individuals, there are wide ranges of topics of interest that can be brought to a meeting to increase participation and attract new members.

An important aspect of bringing new members and prospects to a meeting is making them feel welcome. The Vice President can take charge of introducing new members, and involving them in the meeting. The Vice President can also suggest to new members areas in which they can participate, and see that they are assigned to a project/committee of interest and are introduced to the chairperson.

The Vice President and the Secretary should assure that there is a current membership list with phone numbers and addresses available periodically (at least quarterly). The Vice President may promote special events aimed at enhancing membership such as picnics, social events, and other celebrations.

### OTHER DUTIES OF THE VICE PRESIDENT MAY INCLUDE:

- \* Succeed the President should that Office become vacant for any reason.
- \* Develop and maintain records on membership and participation
- \* Report on membership status and issues to the Board of Directors and the general membership
- \* Develop budget projections and goals for membership, and programs for reaching goals
- \* Communicate with members on ideas and suggestions

### SUMMARY

The Vice President's position is important to the Club because it embodies the primary goal of the FMC - bringing in new members, keeping them, and perpetuating the purposes of the Club.

## SECRETARY

The Secretary is the corporate/recording secretary for Club meetings and affairs. In addition, the Secretary provides support to Club officers and project leaders through correspondence, documentation, written communication, media releases, and other staff assistance. The Secretary, by direction of the presiding officer, may prepare agendas for meetings, record member participation and attendance, and prepare and monitor the calendar of events for the Club. Moreover, the Secretary is responsible for official notifications to members.

### CHARACTERISTICS AND TRAITS:

- \* Ability to accurately record resolutions and carried motions of the Club
- \* Ability to accurately record minutes of meetings
- \* Ability to organize information, and maintain and file records/archives
- \* Attention to details, and capability for recall of information
- \* Ability to print/write legibly, type, and/or utilize computer for permanent Club records.
- \* Capability for assembling information, and providing officers and member's data regarding Club actions, programs, and listings.
- \* While not mandatory, a computer and computer skills (particularly word processing) are extremely helpful for this job.

### NARRATIVE ON JOB ACCOUNTABILITY AND RESPONSIBILITIES

#### KEEP ACCURATE MINUTES OF MEETINGS

The purpose of recording minutes at meetings (both Club and Board) is to keep accurate records, for review and audit, of activities and decisions made on behalf of the Club.

Members and officers memories are best served with a written commentary on meeting events, reasons for decisions, and actual actions taken. For some decisions, the record is required for legal reasons - both state corporate requirements and for Club audit purposes. The presence of minutes and records is indicative of organization, and providing information for future use within the Club. Minutes may be kept in writing, shorthand, or by use of recording device. It is not important to write every detail, but salient points of discussion and actions taken are necessary.

#### PREPARE AND TRANSCRIBE MINUTES FOR PERMANENT CLUB RECORD

Minutes should be transcribed to permanent records immediately after a meeting as taken place. Information or other factors appropriate for recording will still be in the Secretary's memory when done immediately following the meeting. Minutes and records should be transcribed into a book or binder that passes to each succeeding Secretary for the Club. Periodically, the Secretary may want to include an index of topics (i.e. annually) for easy reference in the future. The records should be maintained in chronological or reverse order, and include meeting date, location, type of meeting, Officers and Board members present, and members present if appropriate.

#### ASSURE THAT RESOLUTIONS ARE MAINTAINED AS CORPORATE RECORDS

The minutes of meetings, particularly resolutions (decisions made that affect how business is to be conducted, amendments/changes to by-laws, and other decisions regarding finances and programs), must be maintained as a permanent record of the Club's activities and actions within its corporate charter. While unusual, these records are subject to audit by the state within which the Club is incorporated. Because the Club is chartered as a non-profit organization, its activities must conform to the letter and spirit of that corporate charter. Such resolutions, decisions and actions do not

need to be maintained separately they should be included with minutes of the meetings transcribed for permanent records of the Club, as described above.

## **CORRESPONDENCE, BULLETINS, AND COMMUNICATIONS**

The Secretary also serves as secretary in support of official correspondence, bulletins, and other written communications of the Club. As directed, the Secretary should assist in providing letters and completion of documents on behalf of the officers of the Club. Such assistance may include specific letters, form letters, and agendas, listings of members and prospects, Club contact lists, bulletins of special meetings, contacts with officers/members to attend meetings. The Secretary's responsibility is to assure timely and quality written records and communication, working closely with the Officers and the Board.

### **MAINTAINS CLUB RECORDS**

In addition to preparing Club minutes, records, and other communications, the Secretary is responsible for maintaining, organizing and filing pertinent records and documentation for the Club. This should include correspondence and letters/certificates of merit (in absence of Historian) that will preserve a chronological documentary of Club actions and events.

### **POST OFFICIAL NOTICES**

Most by-laws require the Secretary to post notice of meetings (which for regular membership and officer meetings may be included in a newsletter), special meetings, and other official business meetings. Depending on the bylaws, this will probably be a written notification.

### **REPORT AT MEETINGS**

During the course of a business meeting the Secretary will be called on to report and summarize the minutes and records of the last meeting. The Secretary's report should be concise, and emphasize business issues that include resolutions, decisions, actions, and discussion. The report may be modified from the floor if warranted before being approved. If separate officer meetings are held, it is advisable to read minutes of those meetings at the general membership meetings if decisions have been made by the officers

### **OTHER DUTIES OF THE SECRETARY MAY INCLUDE:**

- \* Assisting in the writing and development of by-laws, policies, and procedures
- \* Assisting in the development and printing of promotional and marketing materials
- \* Assisting in the writing, editing, and printing of Club newsletters \* Assisting with copying and printing requirements
- \* Handle completing and distributing "MCL Membership" cards

### **SUMMARY**

The Secretary plays an important role in Club operations by providing records of decisions and programs, and by assisting the officers and Board in communication activities. In addition to the fact that minutes and records are legal documents for the state, the information can be extremely useful, particularly for future Boards in determining why courses of action were chosen, and what programs (and their results) have been tried before. Over a period, the history that is developed through this documentation can be used to provide a more readable form of history for the Club and its members.

## TREASURER

The Treasurer plays a major role in assuring and maintaining the financial integrity of the Club. This officer acts as the controller of Club funds, and is responsible for the accounting of Club revenues and expenditures. Part of his/her responsibility is keeping officers and members aware of financial status, and insuring that funds are used properly and within approvals determined by Club by-laws and/or policies. Financial reports, fees, taxes, scrutiny of expenditures, and bookkeeping all fall under the purview of the Treasurer.

### CHARACTERISTICS AND TRAITS

- \* Financial and/or accounting capability \* Attention to detail.
- \* Ability to assess and communicate financial status and trends.
- \* Ability to monitor and question financial transactions.
- \* While not mandatory, a computer and computer skills (particularly bookkeeping and/or spreadsheet processing) are extremely helpful for this job.

## NARRATIVE ON JOB ACCOUNTABILITY AND RESPONSIBILITY

### KEEP ACCURATE FISCAL RECORDS

Financial integrity of an organization begins with accurate bookkeeping and audit trail of financial transactions (revenue and expenditure). There are computer programs, such as Quicken or Microsoft Money, which can greatly assist in the bookkeeping and reporting function. In the absence of computer capability, the Treasurer must record all transactions, dates, amounts, reasons (memo), and balances. Manually, this would include the logging of revenue by cash, checks, and credit card transactions on a columnar sheet, indicating the date received, the amount, a memo as to purpose (i.e. dues, donations and for what purpose, sales, etc.) for expenditures, the recording should include date, check number, amount, purpose, and approval (budget, board resolution, etc.). Financial records should maintain a running balance to assure liquidity, and should be balanced with checking or other financial accounts on a monthly basis. From these records, a financial report should be generated and distributed monthly to ALL Officers and Board Members reflecting financial status.

### RESPONSIBLE FOR BANKING AND FINANCIAL ACCOUNTS

The Treasurer is responsible for establishing, maintaining financial, and other banking/investment accounts. It is his/her responsibility to assure that transactions are completed, and that the accounts are balanced. The Treasurer, by direction, may move funds between accounts to accomplish Club objectives. He/she should also provide information to the Board regarding changes in charges, investment and interest rates, and other account related activities that will have a bearing on the Club's financial condition. He/she should also provide information regarding options and alternatives for improving financial standing from accounts.

### SIGNER ON FISCAL AND BANKING DOCUMENTS

The Treasurer is the primary signer on bank accounts and financial documents, along with the President. It is a suggested and prudent practice that two signers be required for checks and other financial documents, and be so specified in the Club by-laws and/or policies/procedures. Regardless of other signers on an account, the Treasurer should always be the primary signer.

#### MAINTAINS CLUB FINANCIAL RECORDS

The Treasurer is responsible for maintaining, and providing for review upon request from the Club Board, Audit Committee, and/or State entities with audit authority, all financial records and reports for the Club. Such records normally include records of revenue receipts, expenditure records, checking and financial account statements, and summary reports of financial condition. (Balance sheet, profit and loss, cash flow, etc.) As a matter of practice, reports of financial condition should be made and reviewed by Club officers and/or membership on a scheduled periodic basis.

#### ACTS AS CONTROLLER OF CLUB FUNDS

The Treasurer is responsible for paying authorized bills, and assures the legitimacy of payment requests and budget and/or Board approvals, prior to releasing funds for disbursement. He/she is also responsible for assuring that proper documentation accompanies requests for payments in the form of invoicing/billing, receipts, and approval. This office acts as the policeman for outflows and expenditures on behalf of the Club's membership. He/she therefore has the right to question expenditures if necessary, and not clearly understood by budget or Board action. The Treasurer should always present a question to the Board if there is any doubt about disbursement.

#### MAKES FISCAL AND FINANCIAL REPORTS AT MEETINGS

Keeping officers and members informed as to financial status is important to establishing and maintaining credibility within the organization. The presiding officer should call on the Treasurer for a report at each business meeting - this report should summarize financial transactions since the last meeting, and provide a balance of accounts. It is suggested that at least quarterly, the Treasurer report to the Board in more detail on account status, and provide balance sheet, profit and loss, and cash flow data in writing. By doing so, the officers are aware of status and trends in determining requirements for revenue and/or changes in expenditures.

#### RECEIVES DUES

This job is accomplished in concert with the Club Secretary, or can be handled by the Treasurer in its entirety, based on practicality and Club practices and procedures. It is extremely important to handle dues and membership applications in an expeditious manner as this will be the first impression a new member has of the Foothill's Mustang Club. Dues should be posted immediately and reported to the Club at each monthly meeting.

#### HANDLES TAX AND LICENSING FUNCTIONS

Because the Club is incorporated within the state of South Carolina, there are annual forms to be completed and forwarded to the State tax agency. Their primary purpose is to assure that the organization is conforming to the articles of incorporation for non-profit organizations. The Treasurer is responsible for completing and filing the required information accurately and on a timely basis. The Treasurer is the officer responsible for obtaining permits and licenses, maintaining and filing such licenses, and assuring that any appropriate fees and/or taxes are paid, should such items be required by the Club.

#### ABIDES BY PROCEDURES OF THE CLUB

The Treasurer job invokes disciplines to insure the financial integrity and credibility of the Club. The Treasurer should be thoroughly familiar with the by-laws pertaining to financial matters, and policies and procedures that deal with financial transactions and

reports. He/she should be familiar with accounting and bookkeeping practices that will assure this integrity.

OTHER DUTIES OF THE TREASURER MAY INCLUDE:

- \* Providing membership information to the Officers and Board members of the Club as required.
- \* Providing financial status reports to the Officers and Board members of the Club as required.
- \* Notify Officers and Board immediately on financial issues, and returned checks.
  
- \* Serves as a member of the Finance Committee, Audit Committee, and Budget Committee.
- \* Assists the elected officer responsible for revenues and budgets.
- \* Assists in the completion of audits, and responds to any written audit exceptions.
- \* May develop and maintain forms that are used for recording and maintaining financial information.

SUMMARY

The Treasurer plays an important role in the success of the Club. He/she is largely responsible for the financial well-being of the organization, and more importantly for the financial credibility of the Club. Accuracy and timeliness are the two key factors in performing the financial function.

Record keeping, understanding money flows, and accounting are important skills for the Treasurer. Adherence to procedures and the spirit of sound money management will help assure achievement of the objectives established for this job.

## BOARD OF DIRECTORS

Works together with the four elected Officers of the Club to ensure that the Club functions according to the will of the members and are collectively responsible for the activities and financial standing of the Club. Duties include: formulates and develops programs to improve Club operations and achieving goals; has input to the creation of and appointments to committees; serves as Chair of committees when necessary; verifies the accuracy of all reports (financial, membership, etc) and recognizes members for their accomplishments on behalf of the Club.

The Board is an important position in the Foothills Mustang Club. This leadership position accounts for the membership levels, programs, and the manner in which the Club is viewed by members and prospective members, and the community. With effective leadership in this office, the Club will be successful based on the results of the Club's activities. Success and achievement begets recognition, and a growing membership.

## CHARACTERISTICS AND TRAITS

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- \* Experience and/or clear understanding of committee responsibilities.
- \* Flexible thinking -- acceptance of dissent in discussion and plans.
- \* Ability to run concise, effective meetings.
- \* Ability to lead and work as a team

## NARRATIVE OF JOB ACCOUNTABILITY AND RESPONSIBILITIES

### LEADERSHIP

The first and most important job of the Board is to lead. In doing so, the Board sets the example for the Club members. Leading also requires that tasks and accountabilities (along with authority) be delegated to select members. In leading, it is important to continually assess results, and assist/support subordinates in removing obstacles to their completing their delegated tasks.

### AT MEETINGS

The Board should be reasonably well versed in Roberts Rules of Order in conduct of meetings. Meetings should be concise, orderly, and allow relevant information to be presented that represents different points of view. The President controls the meetings, but the Board must not hinder this by unnecessary and irrelevant conversation. The manner in which a meeting is run will have a significant impact on attendance, participation, and promoting the Club.

The meeting results are directly proportional to the focus of topics, control, timeliness, and decisions relative to views presented.

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#### POSITIVE PUBLIC RELATIONS

The Board, along with the President, is looked to by the members, and the community as the promoter of Club events and community/Club activities. Public relations include direct meetings, media contact, and appearance at appropriate events. The leader of an organization, by virtue of his/her position, will be the primary provider of information, the primary representative of the Club at functions, and the primary salesman for the Club.

#### FORMULATION AND DEVELOPMENT OF PROGRAMS

A newly elected Board member will work with the existing Board members and the Club President to develop ideas and programs that will improve the Club operations, and enhance the capabilities/results of achieving goals. The Board must be able to articulate, sell, and compromise where appropriate, promote programs and objectives with Club members. Where possible, a written plan/strategy for each program and idea, discussing the merits and weaknesses, and agreeing on a direction, should be presented to the membership. Club members will also have ideas and programs that they will take to the Board for consideration, and it will be the Board that will decide on the merits of any proposed plans or activities.

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Some items to consider in setting up a committee are: Determine if the purpose clearly needs a committee, or can the situation be handled by making one individual accountable; make sure a committee is not formed to delay action on solving a problem; clearly define the results expected of the committee, and establish a start and end date, at which time the committee will be dissolved; select a committee chairman who has strong leadership and meeting skills to reduce the time and effort to achieve results. There are adages about committees - A committee is comprised of the unwilling, formed by the unfit, to do the unnecessary; and, a camel is the result of a committee trying to design a horse -- so it behooves the Board and the President to assure the necessity, bring together the qualified skills, and describe time targeted expected results. Because committees are formed and authorized by the Board or the President, he/she is ultimately responsible for the result.

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The integrity, image, membership level, and ability to support events are often directly proportional to the size of the treasury, and the way in which it is managed. Every Board member needs to understand sources of revenues, expense control, cash flow, profit and loss, and balance sheet data - and be assured that financial procedures provide an audit trail to support inquiries.

#### ABIDES BY THE BY-LAWS AND POLICIES OF THE CLUB

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#### SUMMARY

The Club Board of Directors position is critical to the success of the Club. The ability to lead will be decisive to the success of the Club. The ability to delegate and monitor results will be crucial to time management -- getting things done through others and achieving desired results, thus creating a positive image and attracting members.