

CLUB LEADERSHIP EDUCATION

Board member



A workbook for Kiwanis
board members



Kiwanis[®]
UNIVERSITY



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Dear participant:

Thank you for being a leader—and for participating in Club Leadership Education for board members. The information you receive during this session will help ensure your success as you begin or continue your role.

This workbook will be an essential companion throughout the course. It's your guide to information and inspiration.

Take a little time to become familiar with it, and be sure to refer to it throughout your year of service.

Thank you for all you do for Kiwanis, your community and your club.



Getting started

Each club has a board composed of the officers and directors. This group is directly responsible for club operations and administration. The board represents the club membership when making decisions. As a member of the club board, you play a key role in handling the business matters of your club and shaping your club's impact on the community.

Our objective is simple: to prepare you to effectively manage the policies, administrative matters and activities of your club.

In order to accomplish this, we'll cover these topics:

- Position description specifics
- Administrative duties
- Team building

How will we know if we've accomplished this objective? Over the course of your board term, you'll see these results:

- Smooth board meetings
- Intentional decision making, based on strategic goals of the club
- Efficient club operations

Position description

The structure of the board

As stated in the Standard Form for Club Bylaws and Policies (October 2012), the club board includes:

- Officers
 - President
 - President-elect
 - Immediate past president
 - Vice presidents (if any)
 - Treasurer
 - Secretary or secretary-treasurer if the position is combined
- Directors
- Other positions as may be required by the laws of local jurisdiction*

The size and structure of your club's board will depend on your club's size, needs and traditions. Technically, your club bylaws define the number of members who will serve on your club board. The size of your board may be based on the size of your club or on the volume of your club service or fundraising activities.

Board officers and directors serve the club best when they have a good understanding of the club's culture, traditions and values. Strong board members always refer to the club's mission and strategic plan when making decisions on the membership's behalf.

*Generally, this applies only to clubs in Europe and Asia-Pacific.

The purpose of the board

Every Kiwanis club has a board of directors to ensure smooth club operations, to lead club initiatives and to create and uphold the club's vision—all with the club's best interests in mind.

ADMINISTRATION

The board is charged with overseeing and approving regular club operations. It provides general management of the club not otherwise delegated to the membership in club bylaws or policy. Take a look at a board meeting agenda and you'll see that administrative tasks are part of every meeting. They include:

- Approving meeting minutes and treasurer's reports
- Approving expenses beyond budgeted items
- Accepting club committee reports
- Approving new member applications

Other administrative tasks that may not appear on every agenda include:

- Determining the good-standing status of members in accordance with club policy
- Setting an annual budget (before October 15 each year)
- Assuring the club complies with applicable governmental rules and regulations
- Overseeing the implementation of club policy
- Assuring the club is meeting its financial obligations, including the annual review of financial statements by either a standing financial review committee or a qualified accounting firm

Note: A board member may not also be part of the financial review committee.

There might also be other duties assigned to the board in your club bylaws and policies.

DECISION MAKING

An effective board makes decisions that enhance the long-term vitality and stability of the club. How do you do that? By searching for solutions that align with the club's mission, vision and strategic goals. Your club's board may be called upon to make decisions about how best to meet financial obligations or distribute funds, to determine the feasibility of a proposed service project or to take action based on the membership committee's recommendation for a recruiting effort. Once a decision is reached, the board will communicate with club members about the news, how board members reached the decision and why it's good for the club.

STRATEGIC PLANNING

The board creates a vision and a plan for how to reach that vision by assessing community needs, club resources and member interests. Based on these assessments, you'll choose your top priorities and allocate funds and resources based on the club's priorities. If your current club activities don't align with your club's vision, then it may be time to evaluate those activities. A strategic planning process helps the board evaluate current service and fundraising activities, consider short- and long-term goals and establish a plan of action to accomplish those goals. Your club president, along with a club counselor, can facilitate this process, if you determine it's needed.

As a board member, keep this in mind: An effective board works together as a team to make decisions that respect club traditions while keeping priorities focused on the strategic goals of the club. By investing club resources in projects and activities that align with the club's goals, your board can do a lot to strengthen your club's relationships—and recognition—in the community. This in turn can lead to membership growth and sustainability.

The function of the board

The board meets regularly at a designated place and time. The board may also hold special meetings at the call of the president via a majority vote of the board, provided at least 48 hours notice is given to all board members of the date, time, place and topic. The board may meet and conduct business by any method that allows all participants to simultaneously communicate with each other. This may include online technology, conference calls or email. Participation in the conversation, however it takes place, constitutes attendance unless local regulations don't allow for certain types of voting. Attendance is important to determine that a quorum was present if any action was taken. When in doubt, Kiwanis will refer to "Robert's Rules of Order" as the guidelines for how to conduct a board meeting. If any verbal votes are unclear, hold a roll call to capture each vote.

The board may take no action that conflicts with the best interests of the club and its members. Other than disciplinary measures, an action of the board may be rescinded or amended by two-thirds vote of the club members present and voting, provided at least 14 days notice is given to all club members.

TERMS FOR OFFICERS AND DIRECTORS

Board officers' terms vary, based on the policies set by your club. The Standard Form for Club Bylaws and Policies (October 2012) allows clubs the option of having officers serve one- or two-year terms and having directors serve one-, two- or three-year terms. However, if your club chooses to elect directors for two- or three-year terms, stagger the terms so that only one-half or one-third of the directors are up for election each year. Consult your club bylaws and policies for more detail.

The terms of the officers and directors begin on October 1.

EACH BOARD MEMBER'S FUNCTION

President

- Presides over board meetings
- Sets the board meeting agenda
- Calls special meetings of the board, if necessary
- Establishes goals for the club, in consultation with the club board of directors, which align with the club's strategic plan
- Serves as ex-officio member of all standing and special committees

Secretary

- Records official minutes at each board meeting and presents the minutes from the previous meeting for board approval
- Shares all communications received from the district or Kiwanis International with the appropriate club members
- Submits reports to the club as the president or board requests

Treasurer

- Presents a monthly report on the status of the administrative and service accounts
- Presents all bills to the board for approval

Note: In some clubs the office of secretary and treasurer are combined.

President-elect, immediate past president or vice president (if any)

- Works on special projects as assigned by the president

Directors

- May be asked to serve as committee chairmen or committee members
- Provide continuity from year to year
- Work on special projects as assigned by the president or board

Working as a board

Board meetings

As a board member, you've been entrusted by the members of your club to provide guidance and leadership, but you're not alone in that responsibility. You and the board will meet regularly to discuss and make decisions concerning the club's operations. Board meetings provide an opportunity for sharing ideas, opinions and facts on a topic—and for listening—before voting and moving forward.

A successful board meeting starts with a format the board members establish in advance. A prepared agenda sets the tone of each meeting. Ideally, the president or secretary sends out the agenda in advance so no one is surprised by any topics and everyone arrives prepared to discuss each agenda item. Here are a few more ways to make your board meetings productive and efficient.

BEST PRACTICES FOR A SUCCESSFUL BOARD MEETING

- **Do your homework.** You wouldn't walk into a classroom to take an exam without reading the study materials first. The same applies for board meetings. Take time to review the meeting agenda and any supporting documents sent to you prior to the board meeting.
- **Begin and end the meeting on time.** Every board member's time is valuable. When the meeting begins and ends on time, you make it clear that you respect everyone's time.
- **Follow the agenda.** Following a set agenda allows the board to discuss and take action on important business items that may be time sensitive. If the board follows the agenda, spontaneous discussion on non-agenda items will be eliminated, or at least postponed to the end. This also helps ensure the meeting will end on time. If issues not on the agenda come up during the meeting, place them in the "parking lot" and stay focused on the agenda topics. Then, if there's time at the end of the meeting, the board can choose to discuss those matters or add them to the agenda of the next board meeting.
- **Actively listen and participate in the meeting.** Set the volume on all cell phones to mute and put all electronic devices away before the start of the meeting. This will allow you to actively listen, participate and provide input during the club meeting without distractions.
- **Keep your members in mind.** Sometimes an idea may sound feasible to a small group, but when you take into account the impact the decision could have on the entire membership of the club, you might see some hurdles.

- **Avoid side conversations.** Having a conversation with someone else while another board member is speaking sends a message that you don't value the opinion or the time of the speaker.
- **Let one person speak at a time.** Have you ever been in a meeting where it seems as if everyone is talking at once? Good ideas can get lost in the fray. When one person speaks at a time, the whole board can focus on and productively discuss each idea.
- **Limit speakers' time.** We've all encountered people who can monopolize the conversation and never let others voice an opinion. This may even happen at a board meeting. While it's important for members to be passionate about an issue or cause, it's also important for all members to have the opportunity to voice an opinion. When you set and enforce time limits—for example, three minutes per speaker—members have an equal opportunity to be heard.
- **Forget personal agendas.** While you or other members of the board may have certain issues you feel strongly about, your responsibility as a board member is to look at what's best for the club and not one person's perspective.
- **Present a united front.** Once the board makes a decision, no matter what personal feelings you may have concerning the issue, respect the decision and your colleagues and present a united front to the rest of the club.

Sample board meeting agendas

Here are two suggested board meeting agenda formats that you may use. Or create your own. The key is to have an agenda.

➔ **Option 1** Roll call confirming quorum is present*

Secretary's report

- Minutes from previous meeting (officially accepted by the board after review)
- Official correspondence

Treasurer's report (officially accepted by the board after review)

- Administrative and service accounts
- Approval for payments not within the approved annual budget

Membership committee report

- Applications for membership
- Resignations or changes in club roster

Other committee reports

Unfinished business from a previous board meeting

New business

Strategic discussion about areas of concern

Division business

District business

Kiwanis International business

→ Option 2

Confirm quorum is present*

Consent agenda: A consent agenda groups together non-controversial items that require board action but not discussion or debate. If any board member wants to discuss something on the consent agenda, he or she asks for it to be moved to the action agenda instead. After any requested items are moved from consent to action, the consent agenda is voted on as a whole, thus saving time.

- Secretary's report and minutes
- Treasurer's report

Action agenda: The action agenda includes items expected to require normal discussion and deliberation. This includes any items that were specifically moved from the consent agenda. Each item on the action agenda is discussed and voted on individually.

- Committee reports that require action
- Funding requests outside of the approved budget

Information agenda:** The information agenda consists of items provided for information only that do not require board action. Board members may request topics be moved from the information agenda to the action agenda if they believe action is necessary at this board meeting.

- Committee reports that do not require action

Future business

**A quorum is defined as more than half of the board members. Without a quorum, the board should not take any formal action.*

***Option 2: All business, whether unfinished or new, falls under consent, action or information. If time runs short, information agenda items can be shared electronically after the meeting.*

Parliamentary procedure

Kiwanis has adopted “Robert’s Rules of Order” as the standard resource for parliamentary procedures. Most clubs will not require anything this formal, but here is a quick reference guide, courtesy of Jim Slaughter, a professional registered parliamentarian (www.jimslaughter.com).

PARLIAMENTARY MOTIONS GUIDE

Based on “Robert’s Rules of Order Newly Revised (11th Edition)”

The motions below are listed in order of precedence. Any motion can be introduced if it is higher on the chart than the pending motion.

	YOU WANT TO:	YOU SAY:	INTERRUPT?	2ND?	DEBATE	AMEND?	VOTE?
§21	Close meeting	I move to adjourn	No	Yes	No	No	Majority
§20	Take break	I move to recess for	No	Yes	No	Yes	Majority
§19	Register complaint	I rise to a question of privilege	Yes	No	No	No	None
§18	Make follow agenda	I call for the orders of the day	Yes	No	No	No	None
§17	Lay aside temporarily	I move to lay the question on the table	No	Yes	No	No	Majority
§16	Close debate	I move the previous question	No	Yes	No	No	2/3
§15	Limit or extend debate	I move that debate be limited to ...	No	Yes	No	Yes	2/3
§14	Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
§13	Refer to committee	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12	Modify wording of motion	I move to amend the motion by ...	No	Yes	Yes	Yes	Majority
§11	Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
§10	Bring business before assembly (a main motion)	I move that [or “to”] ...	No	Yes	Yes	Yes	Majority
§23	Enforce rules	Point of order	Yes	No	No	No	None
§24	Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies	No	Majority
§25	Suspend rules	I move to suspend the rules which ...	No	Yes	No	No	2/3

Incidental motions: No order of precedence. Arise incidentally and decided immediately.

	YOU WANT TO:	YOU SAY:	INTERRUPT?	2ND?	DEBATE	AMEND?	VOTE?
§26	Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3
§27	Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29	Demand rising vote	I call for a division	Yes	No	No	No	None
§33	Parliamentary law question	Parliamentary inquiry	Yes (if urgent)	No	No	No	None
§33	Request information	Request for information	Yes (if urgent)	No	No	No	None

Motions that bring a question again before the assembly: No order of precedence. Introduce only when nothing else pending.

	YOU WANT TO:	YOU SAY:	INTERRUPT?	2ND?	DEBATE	AMEND?	VOTE?
§34	Take matter from table	I move to take from the table ...	No	Yes	No	No	Majority
§35	Cancel or change previous action	I move to rescind/ amend something previously adopted...	No	Yes	Yes	Yes	2/3 or maj. w/ notice
§37	Reconsider motion	I move to reconsider the vote ...	No	Yes	Varies	No	Majority

Quorum

For a club board to take action, you must have a quorum present. For a club board meeting, a quorum is defined as more than half of the board members.

Tip: Learn more at www.robertsrules.com

Steps for handling conflict

Here are some easy steps to follow when handling conflict.

- **Express the issue.** Clarify the conflict and let all sides express their positions. Summarize by defining the problem in a way that includes all perspectives and blames no one.
- **Explore the underlying concerns.** Focus on specifics, not generalities. Summarize each party's concerns, as a bridge to finding solutions.
- **Determine a solution that works for all.** Create solution options by adding modifications or making compromises to a party's original position. Summarize the plan, to be certain everyone leaves with the same understanding. Ask: Is there anything that feels unfinished?

Personality styles

Every person is unique. We all think differently, act differently, talk differently, participate in groups differently and learn differently. And while everyone is different, most people can identify with one of the four common personality styles. It will help to understand the behaviors and perceptions of these different personality types when you are involved with group interactions.

<p>Personality 1: Driver</p> <ul style="list-style-type: none"> • Common traits: powerful, results-oriented, controlling, aggressive. • They may control people by using anger. • Their biggest fear is a lack of control. • They can appear militant. 	<p>Personality 2: Charmer</p> <ul style="list-style-type: none"> • Common traits: fun, extroverted, popular, talkative. • They may control people by using charm. • Their biggest fear is that people won't like them. • They can appear unorganized.
<p>Personality 4: Perfectionist</p> <ul style="list-style-type: none"> • Common traits: analytical, thoughtful, thorough, moody. • They may control people by their mood. • Their biggest fear is criticism. • They will take the information you share and add to it. 	<p>Personality 3: Ally</p> <ul style="list-style-type: none"> • Common traits: peaceful, dependable, friendly, loyal. • They may control people by ignoring them. • Their biggest fear is change. • They can appear to be inflexible.

What personality style are you? _____

How do these personality types come into play for the board? We all know people of certain personality types who we find easier to work with than others. With that in mind, as a member of the club board, you'll want to be aware of the combination of personality types on your board.

Here are some scenarios to consider:

If you have two Charmers working on a project, what happens? Who does the work?

Possible outcome: They will have a great time planning to plan, but typically the work will not get done or will be done very quickly just to meet the deadline.

If you have two Drivers working on a project, what happens? Who gets to be the boss? _____

Possible outcome: Two dominant personalities may compete for making the decisions on the project. This could lead to conflict that may be avoided.

If you have a Charmer and a Perfectionist working together, what happens? _____

Possible outcome: Likely the Perfectionist will do all the work.

Wrapping it up

Where to find more help

Throughout the year, you'll have the tools you need to support you. Some are educational materials, some are events—and all of them are a quick call or a few clicks away.

RESOURCES

Find current Kiwanis club resources at www.KiwanisOne.org/leadertools.

TUTORIALS AND VIDEOS

Watch, learn and enhance your knowledge of Kiwanis, your club and your ability to serve with Kiwanis tutorials. Check out our archived tutorials at www.Kiwanis.org/tutorials.

The member services team at Kiwanis International can help too.

memberservices@kiwanis.org

U.S. & Canada: 1-800-KIWANIS, ext. 411

Worldwide: +1-317-875-8755

Events to remember

Kiwanis district conventions

- Member education opportunities
- Fellowship
- House of delegates
- Awards and recognition
- District elections

Kiwanis International convention

- Member education opportunities
- Fellowship
- House of Delegates
- Awards and recognition
- International elections

Kiwanis International convention schedule

2014: July 16–19 Tokyo-Chiba, Japan

2015: June 25–28 Indianapolis, Indiana
Come celebrate the 100th anniversary of Kiwanis!

2016: June 22–25 Toronto, Ontario, Canada

2017: June 13–17 Paris, France