



CHAPTER RESOURCE:

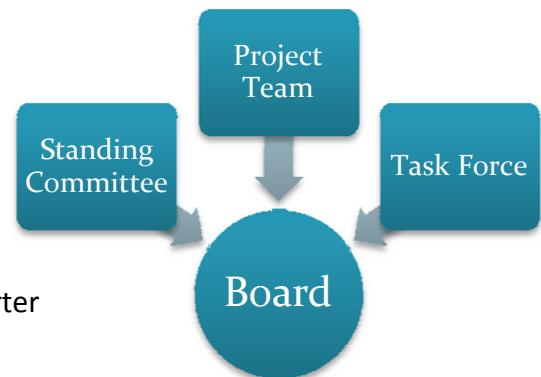
CHAPTER GOVERNANCE

An important key to your chapter's success is a strong governance and operational structure that matches your organization's needs. What's different today is often there is a mismatch of structure to level of activity. There is a trend towards a model that minimizes formal structure. Visit our *Chapter of the Future* for an evolving look at this trend.

The established chapter with a large membership base, robust list of programs and services and strong revenue base generally follows the form and function of a traditional organization with a twist that responds to the new volunteerism and the shifts in communication and engagement. We've included models and sample job descriptions here for the traditional model.

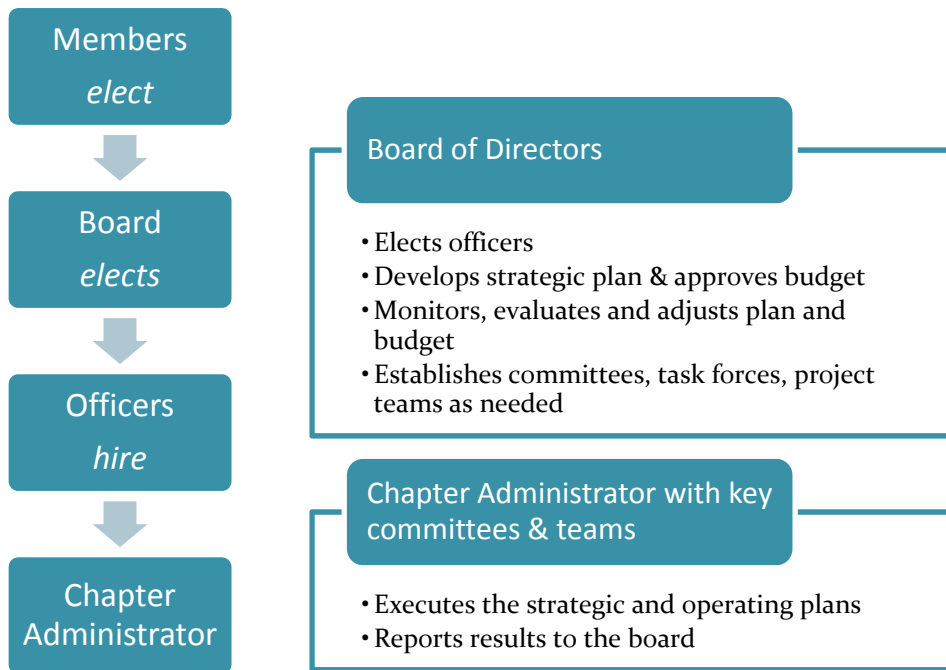
Governance Overview

The twist to the traditional structure is the shift from a committee-based model to a community-based model which replaces most standing committees with project teams, task forces and virtual work groups. This creates many more opportunities that engage members on short-term, focused work – all of which addresses the changing volunteer who demands more flexibility and shorter commitments.



In a practical manner, Boards will need to determine which committees truly have a “full-time” job or job that requires continuous interaction. A finance committee for example is likely still necessary. A membership committee however may really be better parsed into a project team that develops a membership acquisition program and an ad-hoc team that does retention calls. Likewise, a communications committee may be parsed into a monthly writer’s pool where members can opt in and opt and a social media action team that gets into gear around events.

What remains constant is the basic governance decision and responsibilities:



Composition & Responsibilities

BOARD POSITIONS

There is no magic number for what is an appropriate size, however, effective practice suggests the following:

- President
- Vice President (or President-elect; purpose is to create succession)
- Past President
- Treasurer
- Secretary
- Directors

PRESIDENT

Primary Role: Oversees the planning and administration of all chapter activities.

Key Responsibilities:

- Coordinates development/update of the chapter's strategic plan.
- Oversees execution of chapter functions and programs dictated by chapter's strategic plan including:
 - Membership recruitment & retention
 - Marketing & communications

- Accounting & finance
- Meetings & events
- Other chapter programs as necessary
- Assures adherence to association operational policies and procedures and compliance with ethical standards.
- In consultation with fellow officers and chapter administrator:
 - Calls, sets agenda for, and presides over all meetings of the board of directors and executive committee;
 - Appoints volunteers to standing and ad hoc committees.
- Executes contracts and other instruments on behalf of the chapter as authorized by the Board of Directors.
- As necessary and appropriate, serves as the chapter's official representative and spokesperson to the local media, public and institutions.
- Serves as primary liaison to the national association.

Elected By: Board of Directors

Length of Term: One year

Staff Support: Chapter Administrator

Qualifications:

- Membership in the chapter and national association is generally effective practice
- Demonstrated leadership in a volunteer environment
- A commitment to the chapter and its values, and an understanding of the chapter's objectives, organization, and services
- Knowledge of and influence in the chapter's industry/profession.
- Ability to understand and communicate ideas

VICE-PRESIDENT (PRESIDENT-ELECT)

Primary Role: Assists president in the planning and administration of all chapter activities and assumes presidency in the president's absence.

Key Responsibilities:

- Works closely with president in development/update of the chapter's strategic plan.
- Chairs membership and at least one other key program committee.
- In the president's absence,
 - Presides over executive committee and board of directors meetings;
 - Serves as the chapter's official representative and spokesperson to the local media, public and institutions; and
 - Serves as primary liaison to the national association.

Elected By: Board of Directors

Length of Term: One year

Staff Support: Chapter Administrator

Qualifications:

- Membership in the chapter and national association is generally effective practice
- Demonstrated leadership in a volunteer environment
- A commitment to the chapter and its values, and an understanding of the chapter's objectives, organization, and services
- Knowledge of and influence in the chapter's industry/profession.
- Ability to understand and communicate ideas

PAST PRESIDENT

Primary Role: Chairs Nominations & Elections Task Force

Key Responsibilities:

- In close coordination with secretary, and chapter administrator, conduct nominations and elections of directors as specified in the chapter by-laws.
- Conduct nominations & elections of officers as specified in the chapter by-laws.
- Provide counsel to president as requested.

Term of Office: One Year

Qualifications

- Membership in the chapter and national association is generally effective practice
- Past president of chapter
- A commitment to the chapter and its values, and an understanding of the chapter's objectives, organization, and services

SECRETARY

Primary Role: Oversees nominations and elections of directors and recording of chapter meeting minutes.

Key Responsibilities:

- In close coordination with past president and chapter administrator, conduct nominations and elections of directors as specified in the chapter by-laws.
- In close coordination with chapter administrator, record minutes of board of directors and executive committee meetings.
- Assure that by-laws, articles of incorporation and other corporate documents are properly filed and kept up-to-date.

Elected By: Board of Directors

Length of Term: One year

Staff Support: Chapter Administrator

Qualifications:

- Membership in the chapter and national association is generally effective practice
- A commitment to the chapter and its values, and an understanding of the chapter’s objectives, organization, and services
- Ability to understand and communicate ideas

TREASURER

Primary Role: Oversees accounting and reporting of all financial transactions conducted by the chapter.

Key Responsibilities:

- Oversees preparation of the budget.
- Serves as chair of the finance committee.
- Ensures that accurate books and records on financial condition are maintained.
- Ensures that assets are protected and invested according to chapter policy.
- Ensures that the chapter complies with corporate and statutory reporting requirements.
- Ensures that comprehensive financial reports to the board are prepared and presented in a timely and accurate manner.
- As specified by chapter operating procedures reviews and approves all invoices prior to payment.

Elected By: Board of Directors

Length of Term: One year

Staff Support: Chapter Administrator

Qualifications:

- Membership in the chapter and national association is generally effective practice
- A commitment to the chapter and its values, and an understanding of the chapter’s objectives, organization, and services
- A strong command of accounting procedures and financial reporting.
- Ability to understand and communicate ideas

BOARD MEMBER

Primary Role: Actively serves on the board of directors and at least one committee.

Key Responsibilities:

- Prepares for, attends and contributes to discussion at all board of directors meetings.
- Actively participates on at least one committee.
- Promotes the association to peers and others as appropriate.

Elected By: General Membership

Term: Two Year; Can serve no more than 2 consecutive terms

Qualifications:

- Membership in the chapter and national association
- A commitment to the chapter and its values, and an understanding of the chapter's objectives, organization, and services
- Ability to understand and communicate ideas

CHAPTER ADMINISTRATOR

Primary Role: Plans and manages day-to-day operations.

Key Responsibilities:

- In consultation with President, selects committee, task force and project team members.
- Works with groups to develop action plan based on goal(s) specified by board.
- Monitors activity and reports results to President as requested.
- Serves as ex-officio member of the Board.

Appointed By: President (w/approval of Executive Committee)

Term: One Year

Qualifications:

- Membership in the chapter and national association
- A commitment to the chapter and its values, and an understanding of the chapter's objectives, organization, and services
- Ability to understand and communicate ideas
- Strong interest in the specific activity for which the committee was established

COMMITTEE, TASK FORCE, PROJECT TEAMS

Each chapter should decide on an annual basis what working groups are needed to assure the chapter meets members' needs and serves the mission. Generally, these will include groups with responsibilities in the following areas. With the exception of the Finance and Nominations & Elections, these work groups should include board members. Rather, there should be a board liaison or connection between the group and the board. This assures greater overall involvement of members and avoids burning out board members.

Finance – responsible for creating the annual budget, monitoring and recommending action

- Treasurer
- President
- Vice President
- Past President

Nominations & Elections – responsible for identifying future leaders, preparing the annual election slate and overseeing the election

- Past President
- Other members as named

Membership – responsible for member retention, acquisition, engagement and satisfaction

Programming – responsible for identifying, planning and implementing chapter programming

Communications – responsible for communications ranging from informational to marketing and often encompassing print, email and web



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