

COLLEGE / UNIVERSITY

*PAN AMERICAN
CLUB*

**ORGANIZATION, LEADERSHIP,
&
OPERATIONS MANUAL**

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*Pan American Association
of Kansas City, Inc.*

Connecting Kansas City to the Americas

Dear Students:

The Pan American Association of Kansas City, Inc. is pleased to provide this Manual for students and campus advisors. We hope the Manual will be an aid to you in organizing and starting a Pan American Club (PANAM Club) on your Campus. Starting and participating in a Pan American Club has many benefits, and will contribute to the personal growth and development of the members.

We hope forming and participating in the Club expands your knowledge of the “Americas,” which are an important part of the world. We believe that expanding your knowledge of the countries of the Americas will be of substantive value to you now and in the future.

We also hope, through the PANAM-Club, that you will learn about the Organization of American States (OAS). It is an important organization that contributes to promoting of democracy, peace, justice, and economic development throughout the hemisphere. The OAS has a long history, and is the oldest regional organization of its kind in the world.

If your Campus is an institutional member of the Pan American Association of Kansas City, you will automatically be a member of the Association and be able to participate in PANAM-KC programs, projects, and activities. If your campus is not a member of the PANAM-KC we offer special student membership dues. www.panamkc.org.

Sincerely,

Pan American Association of Kansas City

SECTION 1

College/University PAN AMERICAN CLUB

- **Definition of a College/ University
Pan American Club**
- **The purpose of a College/University
Pan American Club**
- **Benefits to students**

COLLEGE/UNIVERSITY PAN AMERICAN CLUB

What is a College/University Pan American Club?

A Pan American Club is a College or University student organization ideally comprised of students who are from countries in the “Americas.” Countries of the Americas include Canada, the U. S., Mexico, Central America, South America, and the Caribbean Basin. Students who are from countries not in the Americas, but that have interest in knowing more about the Americas, are also eligible to join. Based on the size of the College or University, and the number of students enrolled from countries in the Americas, membership in the Club should be as culturally diverse as possible to provide the best learning experience for the members. Representation from the host country and at least three other countries in the Americas should be a minimum membership objective. However, if a college or university has a predominance of students from the host country, it should not prevent those who are interested in the Americas from forming a club.

What is the purpose of the Club and generally what does it do?

The purpose and mission of the Club is to: (a) expand the knowledge and understanding of our members, and others, about the history, culture, political structure, and economies of the countries of the Americas, particularly member countries of the OAS, (b) to learn about the OAS, (c) help breakdown barriers and develop a greater understanding and tolerance of differing cultures and beliefs of peoples in the Americas which will contribute to building peace and prosperity, and (d) enhance personal growth, develop personal connections, build relationships, and form lasting friendships, among those sharing these interests, that will contribute to maintaining and building peace among the nations of the Americas. We will accomplish this through service-learning, “volunteer,” educational, social, cultural, and citizen diplomacy activities, including conducting and participating in a Model OAS General Assembly Forum

The purpose and mission is achieved through (a) various educational, social, cultural, and networking activities and programs; (b) in-service volunteer activities and programs; (c) learning about the OAS and citizen diplomacy through the Club’s conducting or a Model OAS General Assembly Forum on campus, participating in a regional forum, and/or sending delegates to the OAS MOAS Forum in Washington, D. C., (d) developing personal connections, building relationships, and forming lasting friendships among those sharing these interests that will contribute to building and maintaining a last peace among the nations of the Americas, and (e) having fun. The Club is a non-political organization.

A Pan American Club is not a made up of members from one country, but rather a mix of students, from countries of the Americas, interested in expanding their knowledge of all countries of the Americas. Students develop knowledge and leadership skills through educational, social, networking, outreach, community volunteering, and other programs and

activities that provide members with the opportunity to participate to the extent of their choosing. An emphasis is placed on the learning about the voting member countries of the Organization of American States.

By having a mix of students from different countries of the Americas, the learning experience and direct interaction helps student members develop a better understanding of different cultures and different points of view which will broaden their knowledge and lead to more tolerance and understanding of cultural and other differences. The interaction also enables students, in later years, to help develop inter-American cooperation, and communicate the importance of democracy, peace, and prosperity in their countries. Through its programs and social activities, members can network; develop friendships and relationships with students from other countries that might be of personal benefit in their chosen careers after graduation and/or to develop lifelong friendships with people in other countries. Networking is also possible with local businesses in the community where the College or University is located.

Through participating in the Club's programs, activities, programs, and in-service volunteering students can develop practical leadership, organizational, budgeting, management and team building skills; and learn personal responsibility and accountability for the goals and objectives they establish, knowledge and skills will benefit the students in later life. Through the Club's activities students learn about citizen diplomacy and volunteerism; and the personal satisfaction and benefits a person receives from giving of themselves to help others, an organization, club, community or their country without being paid; and how volunteerism, without expecting pay in return, can benefit the students' local communities and their countries. Participating in Club programs and activities also help the student build their resume or portfolio.

Student members learn about the Organization of American States (OAS) which plays an important role in supporting democracy, promoting peace, justice, and prosperity in the countries of the Americas. The OAS is the world's oldest regional organization in the Western Hemisphere, dating back to the First International Conference of American States, which was held in Washington, D. C. from October 1889 to April 1890. At that conference, the establishment of the International Union of American Republics was approved and the stage was set for the weaving together of a web of provisions and institutions that came to be known as the inter-American system, the oldest of the international institutional systems. The OAS came into being in 1948 with the signing, in Bogota, Columbia, the Charter of the OAS. The Charter entered into force in December 1951.

Specific benefits of membership to students:

The Club provides student members with the opportunity:

- to gain a greater awareness and knowledge about an important region of the world, the Americas.
- to learn about the history, geography, culture, customs, economy, and political structure of the countries in the Americas.

- to learn about the Organization of American States (OAS) and how it benefits countries of the Americas and their citizens;
- to make a difference by breaking down barriers and developing a greater understanding and tolerance of the diverse peoples and beliefs of the countries of the Americas.
- to develop practical leadership, organization, financial, and management skills
- to develop critical thinking and public speaking skills
- to network and develop connections with students of other countries, faculty members, and community organizations; build long term inter-American relationships, and long term friendships which will contribute to building and maintaining peace and prosperity in the countries of the Americas.
- to engage in and networking with businesses and others in the community near the college/university;
- to learn how to collaborate with partners and others to build consensus
- to learn the benefits of teamwork
- to learn about being a Citizen Diplomat;
- to learn about the personal benefits of volunteerism and how volunteerism helps communities and countries;
- to interact and network with members ; and participate in programs/activities of the Pan American Association of Kansas City;
- to learn how “you can make a difference”
- to socialize and have fun through club activities

What does a Pan American Club do?

The student membership decides on the programs, projects, activities and events of the Club with the advice of the Campus Advisor. Below is a brief list of potential programs, events, and activities.

- Periodic programs whereby a student(s), Campus related, or an outside speaker, gives a presentation about a particular country; dissemination of information about inter-American issues, information about the Organization of American States (OAS) and how

it benefits the countries of the Americas, Volunteerism, Citizen Diplomacy, or other topics.

- Conducting a Model OAS General Assembly Forum on campus.
- Participation in a regional Model OAS with other area colleges/university PANAM Clubs.
- Sending delegates to the Model OAS Forum in Washington D. C.
- Sponsoring Club social gatherings or cultural activity.
- In-service volunteering for an international, humanitarian, or other activity.
- In-service volunteering for a campus related project.
- Providing speakers for a high school or elementary school class or program.
- Sponsoring a project or program with other campus Clubs.
- Socializing or participating in a project with a PANAM Club from another area Campus.
- Participation in a Pan American Association of Kansas City program or event.

Pan American Association of Kansas City

A College/University Club, within a certain radius of Kansas City, that meets established criteria, can apply to the Pan American Association of Kansas City, for a modest grant to assist with Club programs/activities.

SECTION 2

The Americas

- **Why should you care about the Americas?**
- **Significance and importance of countries of the Americas to each other**
- **The organization of American States, Why should you care?**

The Americas

WHY SHOULD YOU CARE????

Why should you, as a student, care about developing awareness and gaining additional knowledge about the history, people, culture, customs, economies, and governance of countries of the Americas?

- The Americas, as a region, is important to the world at large (see below).
- The countries of the Americas, and their citizens, are the important to each other (see below).
- As a citizen of a country of the Americas, the region is important to you.
- Countries of the Americas share mutual concerns about representative government, the environment, human rights, and prosperity in the region.
- Gaining additional knowledge and awareness contributes to enriching your life and enhances your future opportunities.
- Knowledge is power!

What constitutes the “Americas?”

- Canada, US, Mexico, Central America, South America, and the Caribbean Basin.

Why is it important to developing an understanding and tolerance of the different views, perspectives, and beliefs of peoples of the countries of the Americas?

- It is important to your future to develop awareness knowledge of the different countries, perspectives, and beliefs, of the Americas in order to develop understanding and tolerances of different cultures which contributes to building peace and prosperity in the Americas.
- The more knowledge and understanding you gain, the greater the opportunity you have to advance and enrich your life; that of others in your family, friends, associates and your country.
- People make a difference. You can make a difference in helping build and maintain peace and prosperity, between countries of the Americas, through gaining knowledge, understanding, and tolerance.

IMPORTANCE OF THE “AMERICAS” TO THE WORLD AT LARGE

- As of 2011, the combined population of the Americas is estimated to be over 941 million people which equals approximately 7% of the estimated population of the world. The population of the Americas is growing and will reach 1 billion within a decade.
- Trade between the Americas and other nations of the world amounts to trillions of dollars each year, which contributes to jobs, prosperity, and economic development in all countries of the Americas.
- Natural resources of countries of the Americas are important to the world economy.
- 57% of the world’s rainforests are in the Americas. A vast percentage of the developed world’s diet originated in the tropical rainforests. Its bountiful gifts to the world include fruits like avocados, coconuts, figs, oranges, lemons, grapefruit, bananas, guavas, pineapples, mangoes, and tomatoes; vegetables including corn, potatoes, rice, winter squash and yams; spices like black pepper, cayenne, chocolate, cinnamon, cloves, ginger, sugarcane, turmeric, coffee and vanilla and nuts including Brazil nuts and cashews.
- The Amazon Rainforest has been described as the “Lungs of our Planet” because it provides the essential environmental world service of continuously recycling carbon dioxide in oxygen. More than 20 percent of the world oxygen is produced in the Amazon Rainforest.
- The Amazon Rainforest covers over a billion acres, encompassing areas in Brazil, Venezuela, Colombia and the Eastern Andean region of Ecuador and Peru. If Amazonia were a country, it would be the ninth largest in the world.
- More than half of the world’s estimated 10 million species of plants, animals and insects live in the tropical rainforests. One-fifth of the world’s fresh water is in the Amazon Basin.
- The Panama Canal is critical to world commerce.
- The Americas have cultural and historical significance to the world.
- People from other parts of the world have immigrated to countries of the Americas.

THE SIGNIFICANCE AND IMPORTANCE OF COUNTRIES OF THE AMERICAS TO EACH OTHER

Geographical significance:

- The countries of the Americas share the same hemisphere (Western Hemisphere). In other words “We all live in the same neighborhood. We are intertwined. What happens to one affect the others in some way or form.”

Historical and cultural significance:

- Most countries share a common history of exploration, discovery, conquest and settlement by European nations

- Most countries experienced slavery, extinction or marginalization of indigenous people.
- Most countries have a common background of gaining independence through revolution.
- Most countries share a post revolution emphasis on freedom, liberty, and individual initiative, agricultural then industrial development.
- Many hemisphere countries patterned their governmental systems and constitution after that of the U.S. constitution
- Most all countries of the Americas believe in representative democracy.
- Populations of many hemisphere countries grew through immigration, inter-marriage, and some assimilation of natives.
- There is some commonality of religions, legal, and educational systems.
- There is widespread adoption of regional foods, movies, music, and TV shows among the countries
- There are many cultural, youth, and other exchanges between countries of the Americas
- Large numbers of students from the countries of the Americas study in other countries of the Americas

Peace and Security

- Most nations signed the Treaty of Rio in 1946, which calls for reciprocal support in case of outside attack
- Most nations cooperate in fighting drugs, multinational crime, and trafficking in humans
- There is cooperation among most law enforcement agencies

Economic Development and Trade Facts

- Many countries of the Americas have substantial investments in other countries of the Americas, which helps economic development, job creation, prosperity, and peace between countries.
- Trade, in goods and services, between countries of the Americas amounts to approximately 3 trillion dollars annually. Trade creates jobs, economic prosperity, and contributes to building peace between countries.
- Most all countries of the Americas engage in trade or tourism with other countries of the Americas.
- Many countries have citizens who live or work in other countries of the Americas.
- Refer to a specific Economic/Trade Facts example below:

Example: Importance of the countries of the Americas to US and the US to those countries, from an Economic/Trade perspective:

Bi-lateral trade in goods and services between the U.S. and countries of the Americas in 2008 was over \$1.5 trillion and approximately \$1.2 trillion in 2009. US direct foreign investment in

countries of the Americas in 2009 equaled \$791 billion and direct investment in the US by countries of the Americas equaled \$271 billion. (Latest figures available as of March of 2012). Many citizens of countries of the Americas live and/or in the US and many remit funds back to families in their home country. Many citizens of the US live in other countries of the Americas.

This is just an example of the US relationships. Many countries of the Americas have their own trade and economic relationships with other countries of the Americas (other than with the US). Each country of the Americas is important to all other countries of the Americas for all the reasons above, not just from an Economic/Trade perspective.

Organization of American States:

34 countries of the Americas are members of the Organization of American States (OAS). The OAS is the oldest regional organization of its kind. It's origins date back to the 1890's.

MAP OF THE AMERICAS:

A color map in different sizes can be downloaded from the Pan American Association of Kansas City's website: www.panamkc.org. Click on the Resource Tab.

Why should you care about the Organization of American States?

The countries of the Americas are all in the same hemisphere in essence they are neighbors, "they live in the same neighborhood" so to speak. In many countries there are "neighborhood associations" where residents agree to abide by certain principles and rules for the benefit of all. What affects one resident of the neighborhood many times affects all neighbors. Most countries of the Americas have similar concerns. They are concerned about the environment, human rights, representative democracy, sustainable development, commerce/trade, prosperity, and hemisphere security, terrorism, trafficking in human and illegal substances, migration, and peace between nations.

THE ORGANIZATION OF AMERICAN STATES (OAS)

A Shared Vision for the Americas

The Organization of American States (OAS) brings together the countries of the Western Hemisphere to strengthen cooperation and advance common interest. It is the region's premier forum for multilateral dialogue and concerted action.

At the core of the OAS mission is an unequivocal commitment to democracy, as expressed in the Inter-American Democratic Charter: "The peoples of the Americas have a right to democracy and their governments have an obligation to promote and defend it." Building on this foundation, the OAS works to promote good governance, strengthen human rights, foster peace and security, expand trade, and address the complex problems caused by poverty, drugs and corruption. Through decisions made by its political bodies and programs carried out by its General

Secretariat, the OAS promotes greater inter-American cooperation and understanding. The OAS member states have intensified their cooperation since the end of the Cold War, taking on new and important challenges. In 1994 the region's 34 democratically elected presidents and primed ministers met in Miami for the First Summit of the Americas, where they establish broad political, economic and social development goals. They have continued to meet periodically since then to examine common interests and priorities. Through ongoing Summits of the Americas process, the region's leaders have entrusted the OAS with a growing numbers of responsibilities to help advance the countries' shared vision.

Here are some of the ways in which the OAS is making a difference:

Defending democracy - The Inter-American Democratic Charter defines the essential elements of democracy and establishes guidelines for responding effectively when it is at risk. This landmark document, which the member states adopted on September 11, 2001—as it happened, the same day terrorists attacked the United States—provides a compass to guide the region's collective action when democracy faces serious challenges.

The OAS plays a key role in strengthening democratic institutions and practices in the countries of the Americas. Through its Unit for the Promotion of Democracy (UPD), the OAS has observed elections in a majority of its member states, helping to ensure transparency and integrity in the voting process. Guided by the principles of the Democratic Charter, the OAS also supports efforts to decentralize governments, modernize political parties, strengthen national legislatures, and consolidate democratic values and culture. It also works to promote a greater role for civil society in decision-making.

Protecting human rights – Despite the prevalence of freely elected governments in the Americas, the region continues to see such problems as police abuse, violations of due process of law, and lack of independence in the administration of justice. The OAS human rights system provides recourse to people in the Americas who have suffered violations of their rights by the state and who have been unable to find justice in their own country. The pillars of the system are the Inter-American Commission on Human Rights, based in Washington, D.C., and the Inter-American Court of Human Rights, in San José, Costa Rica. These institutions apply the regional law on human rights.

The Commission examines petitions filed by individuals who claim the violation of a protected right and may recommend measures to be carried out by the state to remedy the violation. If the country involved has accepted the Inter-American Court's jurisdiction, the Commission may submit the case to the Court for a binding decision.

The Commission also conducts on-site visits to member countries, at their invitation, to analyze and report on the status of human rights. It promotes human rights throughout the hemisphere, focusing attention on specific issues such as freedom of expression, the rights of indigenous peoples and women's rights.

Strengthening Security – The OAS is working on a number of fronts to make the region safer. The Inter-American Committee against Terrorism (known as CICTE) seeks to prevent the financing of terrorism, strengthen border controls and increase cooperation among law enforcement authorities in different countries. The peaceful resolution of territorial disputes is another concern, and the OAS has created a Fund for Peace to provide support in this area.

The OAS also coordinates comprehensive international efforts to remove buried landmines that pose a threat to civilians in previous zones of conflict, including parts of Central America and along the border between Ecuador and Peru. In 2002, Costa Rica became the first of the affected countries to be declared free of landmines. The OAS also supports mine awareness and victim rehabilitation programs, and has helped several member states destroy stockpiled mines. In 2003, the member states reviewed the hemisphere's overall security structure in light of new threats and priorities, and reaffirmed their commitment to help preserve peace through close cooperation. "Peace is a value and a principle in itself, based on democracy, justice, respect for human rights, solidarity, security, and respect for international law," they said in the Declaration on Security in the Americas.

Fostering Free Trade – Since the Summit process began, a central goal has been the creation of a hemisphere-wide trading zone, the Free Trade Area of the Americas (FTAA). Working in partnership with the Inter-American Development Bank (IDB) and the United Nations Commission on Latin America and the Caribbean (ECLAC), the OAS Trade Unit has provided extensive technical support to the FTAA negotiations. It has placed particular emphasis on ensuring that the concerns of smaller economies are taken into account in the negotiating process.

In 2004, at the Special Summit of the Americas in Monterrey, Mexico, the hemisphere's presidents and prime ministers reaffirmed "the important role that trade plays in promoting sustained growth and economic development."

Combating illegal drugs – Through the OAS Inter-American Drug Abuse Control Commission (CICAD), the nations of the hemisphere are strengthening anti-drug laws, enhancing prevention programs, and taking other steps to stem the trafficking of illegal narcotics, related chemicals and firearms. The Multilateral Evaluation Mechanism (MEM), which monitors progress against drugs in each country and the region as a whole, has significantly increased cooperation on this issue. By sharing knowledge on accomplishments, obstacles and strategies, the countries develop a clearer picture of needs and weaknesses and identify areas that warrant closer coordination, better legislation, more research or additional resources.

Fighting Corruption – In 1996 the OAS member countries adopted the Inter-American Convention against Corruption, the first anti-corruption treaty in the world. Now a monitoring process evaluates how countries that have ratified the treaty are complying with its key provisions. As with the MEM, the goal is to strengthen cooperation among the countries to address shared problems.

The OAS also plays a leading role in other areas of inter-American cooperation. Government ministers in such areas as education, justice, labor, defense, culture and sustainable development

meet regularly under its auspices. The OAS Inter-American Commission of Women (CIM) has brought together government ministers responsible for policies to promote gender equity and equality. Such meetings help the countries coordinate strategies on specific issues and ensure that policies established through the Summit of the Americas process reach the national level.

The OAS General Secretariat supports these efforts in different sectors through programs carried out in the member countries. For example, the OAS implements sustainable development programs in biodiversity conservation, planning for global climate change, natural disaster mitigation and river basin management. The Inter-American Telecommunication Commission (CITEL), for its part, coordinates regional efforts to develop the global information society.

An Inter-American Partnership

With four official languages – English, Spanish, Portuguese and French – the OAS reflects the rich diversity of peoples and cultures across the Americas. The OAS has 35 member states, the independent nations of North, Central and South America and the Caribbean. (The government of one member state, Cuba, has been barred from participation since 1962.) Countries from all around the world are permanent observers, closely following the issues that are critical to the Americas and often providing key financial support for OAS programs.

The member states set major policies and goals through the General Assembly, which gathers the hemisphere's foreign ministers once a year in regular session. The Permanent Council, made up of ambassadors appointed by the member states, meets regularly at OAS headquarters in Washington to guide ongoing policies and actions. The chairmanship of the Permanent Council rotates every three months, in alphabetical order of countries. Each member state has an equal voice, and decisions are forged through consensus.

Another political body, the Inter-American Council for Integral Development (CIDI), focuses on promoting economic development and combating poverty. The Inter-American Agency for Cooperation and Development (IACD) was established in 2000 to promote new and more effective forms of cooperation to fight poverty and promote social and economic development.

The OAS General Secretariat carries out the programs and policies set by the political bodies. It is led by the Secretary General and the Assistant Secretary General, who are elected by the member states to five-year terms. Specialized units in the General Secretariat focus on such areas as democracy, trade, tourism, social development and education. At OAS headquarters, the Columbus Memorial Library and Art Museum of the Americas are valuable resources for research and cultural enrichment.

Also under the OAS umbrella are several specialized agencies that have considerable autonomy, including the Washington-based Pan American Health Organization (PAHO); the Inter-American Children's Institute (IIN), based in Montevideo, Uruguay; the Inter-American Institute for Cooperation on Agriculture (IICA), in San José, Costa Rica; and the Pan American Institute of Geography and History (PAIGH) and the Inter-American Indian Institute (III), both headquartered in Mexico City.

A Rich History

In 1948, 21 nations of the hemisphere signed the OAS Charter, affirming their commitment to common goals and their respect for each nation's sovereignty. They also adopted the American Declaration of the Rights and Duties of Man, the first international statement of its kind.

But the idea of inter-American cooperation dates back much further. In the 1820s, Simón Bolívar envisioned a region "united in heart." In 1890, nations of the region formed the Commercial Bureau of American Republics, which evolved into the Pan American Union and later into the OAS. Since 1948, the Organization of American States has expanded to include the nations of the English-speaking Caribbean and Canada, giving the OAS a broader perspective that encompasses the entire hemisphere.

The transition from the Pan American Union to the OAS was smooth. The Director General of the former, Alberto Lleras Camargo, became the first Secretary General of the OAS.

VOTING MEMBER COUNTRIES ORGANIZATION OF AMERICAN STATES

<u>Country</u>	<u>Capital City</u>
Antigua & Barbuda	St. John's/Codrington
Argentina	Buenos Aires
(The) Bahamas	Bridgeton
Belize	Belmopan
Bolivia	La Paz
Brazil	Brasilia
Canada	Ottawa
Chile	Santiago
Colombia	Bogota
Costa Rica	San Jose
Dominica	Roseau
Dominican Republic	Santo Domingo
Ecuador	Quito
El Salvador	San Salvador
Grenada	Saint George's
Guatemala	Guatemala City
Guyana	Georgetown
Haiti	Port-au-Prince
Honduras	Tegucigalpa
Jamaica	Kingston

Mexico	Mexico City
Nicaragua	Managua
Panama	Panama City
Paraguay	Asuncion
Peru	Lima
Saint Kitts & Nevis	Basseterre
Saint Lucia	Castries
Saint Vincent & the Grenadines	Kingston
Suriname	Paramaribo
Trinidad & Tobago	Port-of-Spain
United States of America	Washington, D.C.
Uruguay	Montevideo
Venezuela	Caracas
 *Cuba is a non voting member of the OAS	 Havana

For more information about the OAS: www.oas.org

SECTION 3

Organization, Leadership & Operations Manual

- **Introduction and purpose**

COLLEGE/UNIVERSITY PAN AMERICAN (PAN AM) CLUB

ORGANIZATION, OPERATING, AND LEADERSHIP MANUAL

INTRODUCTION AND PURPOSE

Dear Students: This Manual is designed to:

To help you organize and start a Pan American Club on Campus; help you establish goals and objectives to achieve to the purpose and mission of the Club; one of which is to aid members in their personal growth and development. The Manual contains a substantial amount of educational material. Do not be overwhelmed. The material can be used as presented or modified as necessary.

Overall purposes:

1. The Manual contains a **step-by-step approach** to help you **start** a College/University Pan American (PANAM) Club on your Campus. However PANAM Club organizers must review their Campus Rules, Regulations, and Requirements for Student Organizations to make sure that the Constitution/Bylaws and other pertinent sections of the Manual are in compliance with your Campus Rules and Policies. The Campus Advisor can help the Club organizers modify whatever is necessary in the Manual to ensure compliance. Organizers should also consult the Campus Advisor to determine if the Campus grants any credit hours for membership and participation in the Club as well as to determine if the Campus offers any financial support for Student organizations.
2. The Manual is an **operations guide** designed to assist members organize, plan, and operate a successful Club once it receives Campus approval. There are useful tips, principles, helpful suggestions, and tools that will assist the leadership and members to implement the Club's purpose and mission.
3. The Manual is a learning tool to help members in their personal growth and development **through participation** in Club programs, activities, and projects. Understanding and learning the materials contained in the Manual and putting the principles, guidelines, techniques, and tools into practice is one of the many ways being a member of your Club aids personal growth and development in practical ways.

Specific purposes:

Implementing the purpose and mission of the Club, putting the principles, guidelines, techniques, suggestions, and tools contained in the Manual into to practice will:

- Help members gain more awareness and knowledge about the Americas

- To help members “make a difference” by breaking down barriers and gain a greater understanding and tolerance of cultural and other differences among peoples of different countries in the Americas.
- Help members, through club and off-campus volunteer service, develop and/or enhance practical organizational, management, leadership, critical thinking, teamwork, and problem solving skills.
- Help members learn and use the questions “what,” “why,” “when,” “where,” and “how” and “who” in developing goals and objectives and learning planning skills.
- Help members develop networking skills, connections, and build long term relationships.
- Help members build their resume.
- Help members learn about Parliamentary Procedure and its use
- Help members either develop or enhance “Citizen Diplomacy” skills. Every person who interacts with a person from another country is in essence a “citizen diplomat” representing their country.
- Help members gain more knowledge about the Organization of American States, an important organization to all citizens and countries of the Americas
- Help members organize a Model OAS forum and learn about citizen diplomacy
- Help members understand the value and personal satisfaction from Volunteering

Useful and practical management tools are included in the Appendix to the Manual.

There is an old saying in the U. S. **“You only get out of something what you put in it.”** This piece of philosophy has proven to be true over time. Only by serving in a Club leadership role, as a Committee Chairperson, on a Club committee, or just actively participating in Club activities, while using the suggested principles, techniques, and tools presented in the manual, will members be able to take advantage of the opportunities to enhance their knowledge, gain understanding and tolerance; and for self-development that Club membership offers.

SECTION 4

General Organization

- **Component Parts of a Successful Club**
- **Constitution/Bylaws-Definition and purpose**
- **Club Leadership- Why is it important?**
- **Useful Tips For Officers**
- **Model Club Organization Chart**

COMPONENT PARTS OF A SUCCESSFUL CLUB

There are seven basic component parts necessary to have a successful club. Your club should be organized around these seven elements:

- **Constitution/Bylaws:** Constitution and Bylaws form the foundation for your club, its purpose, mission, and governance. Goals and objectives evolve from the provisions contained in the Constitution and Bylaws.
- **Leadership:** Success begins with effective and enthusiastic leadership (Board and Officers). The leadership of the club is responsible for ensuring that the Club establishes goals and objectives necessary to accomplish the purpose and mission of the club. The Officers and Board lead the way in implementing the programs, projects, and activities that are derived from the goals and objectives. Through these programs, projects, and activities personal goals, expectations, and aspirations of the leadership and members are also realized. In addition, committees Chairpersons also play a vital leadership role in leading Club committees, that conduct programs, events, and activities.
- **Membership:** Members are the human resources of the organization. They are the lifeblood of the organization. Without members the club doesn't exist. Effective programming helps to recruit, activate, and retain members.
- **Programs/projects/activities:** Meaningful programs and activities are critical to: (a) carry out the purpose and mission of the Club, (b) accomplish the goals and objectives established by the Boar, and (c) helping to recruit members, generate enthusiasm, and help retain member interest.
- **Communications:** Communications are a vital part of any club, society, institution, government, organization, or business. Without good communications with members and others, on and off campus, your Club will not be successful.
- **Financial resources:** A source of funding is necessary to support operations, programs, projects, and activities.
- **Record keeping and retention:** Records of Board, committee, and Club meetings are important for several reasons including: the minutes of meetings are a record of the business, votes, and other matters transacted during the meeting. They are a history of proceedings and are a necessary and valuable reference source. Votes taken on a particular matter in a Board, committee, or membership meeting may need to be referred to at one time or another and without a permanent record what was agreed to is lost. Complete records serve as the history of the organization for both present and future members and others who have an interest. Keeping and retaining financial records are also of importance to the Club and for making any required reports to the Campus.

Various sections of the Manual discuss each of these elements along with guidelines, suggestions and helpful tools.

CONSTITUTION AND BYLAWS

DEFINITION AND PURPOSE

Definition of an “organization:”

By definition, an organization is a "body of persons organized for some specific purpose as a club, union, association, society, business, or institution."

Definition and purpose of a Constitution and Bylaws:

The Constitution of an organization contains the fundamental principles that govern its operation. The Constitution covers the fundamental principles but does not prescribe specific procedures for operating an organization.

By-Laws establish the specific rules of guidance by which the group is to function. By-Laws set forth in detail the procedures an organization must follow to conduct business in an orderly manner. They provide further definition to the Articles of the Constitution and can be changed more easily as the needs of your organization change.

The Constitution and Bylaws serve to clarify the organization’s purpose, delineate the basic structure and provide the cornerstone for building an effective group. The Constitution and Bylaws form the foundation for an organization and allow members and potential members to have a better understanding of what the organization is all about and how it functions.

NOTE: Each individual College and University has Student Organization Rules, Regulations, and Policies. A Pan American Club Model Constitution and Bylaws is included in the Resource and Reference Section as Attachment A. The Student Organization Manuals of multiple Campuses were consulted in drafting the Model Constitution and Bylaws. However, your Club’s Constitution and Bylaws must be in compliance with your particular College or University’s rules and policies governing Student Organizations. Review the Model Constitution and Bylaws with your Campus Advisor and then modify the document as necessary prior to making application to your Campus for approval or your Pan American Club.

Why is Leadership important?

Effective and committed leadership is one of the key component parts of any type of club, society, association, academic institution, business, and governmental body. Without good leadership, any organization will ultimately fail or in the best case, be mediocre. Good leaders have a strong belief in the purpose and mission of their organization and they communicate that belief through their actions.

Useful tip: When considering a member to be nominated for a leadership position in your Club, provide the member with a copy of the Position Description for the position(s) for which the person is being nominated. For example: If a member is being nominated for the Board of Directors and an Officer position, provide them with copies of both Position Descriptions.

Sample Board of Director and Officer Position Descriptions are included for each Officer position in the Resource and Reference Section as Attachment B. Your Campus Advisor can assist you in modifying them, if necessary. If more than one member is nominated for a given position, make sure each member has a copy of the appropriate Position Description(s), also that they are familiar with the Constitution and Bylaws and Campus policies regarding student organizations. **Useful tips for the President, Vice President(s), Secretary, and Treasurer are included on the following pages of this Section.**

Why are Position Descriptions important? Experience has shown that someone who has been elected, to a position, and did not understand the responsibilities and duties and agreeing to perform them, prior to being nominated and elected, failed to perform effectively in carrying out the duties of the position. There are exceptions, but generally this has been true in any type of organization. It is best if a person completely understands and agrees to carry out the duties and responsibilities prior to a nomination and election to a leadership position.

Useful Tips: The above advice also applies to Committee Chairpersons, who are appointed by the President. Model Job Descriptions for Committee Chairpersons and Committee members are included in the Resource and Reference Section as Attachment I (1-2)

When thinking about Leadership, it will be beneficial to review useful tips on Success/Failure, Food For Thought, Characteristics and Traits of Leadership; Leadership and Problem Solving in the Reference and Resource Section Attachment C (1-4).

Learning about position/job descriptions and; what constitutes success or failure is useful information. It contributes to enhancing personal growth and development that will be useful in future years.

NOTES:

1. It is recommended that Club have a Policy, to the extent possible, that members from any one country do not dominate Board of Directors the Club. It defeats the purpose and mission. You want as much diversity as possible, depending on the diversity of your membership and the availability of students from different countries on campus.
2. Leaders who are effective and carry out their responsibilities and duties are also **“teachers.”** Members of an organization always observe their leaders act and perform. As leaders you set the example and others learn from you.

1. It is a singular honor to be elected by your peer group to serve as President. They have placed their faith and trust in you. Don't let them down. The President is the principal leader members have elected to lead them. They will be looking to the President for leadership and direction.
 2. Be familiar with the Student Organization Requirements of your Campus. This is important so that you can operate your Club in compliance with the rules, regulations, and policies the Campus has established for student organizations and for participation in a student organization.
 3. Be familiar with the contents of College/University Club Pan American Club Manual and particularly the Club Constitution and Bylaws. There is a wealth of useful information in the Manual about how to operate the Club. The Manual also contains useful information for personal growth and development.
 4. You are the chief spokesperson for the Club. Take advantage of opportunities to speak about the purpose and mission of your Club, on and off campus. Speaking in public also helps build your public speaking skills.
 5. You should not try to do everything alone; the President needs the help of all the members. Delegate work to others, but encourage and help them with suggestions and ways to accomplish their tasks. Whatever assignments and tasks you delegate to others, always follow up to see if what you assigned is being accomplished.
 6. One Vice President should suffice to serve the needs of a club with a membership base of 20 members or less. When the Club grows beyond 20 members, a review can be conducted and a determination made as to electing a second Vice President. There is a provision in the Constitution and Bylaws for electing more than one Vice President. If a second Vice President is elected, one can be called First Vice President and the other Second Vice President, in the order of their election (who received the most votes). Some organizations make provisions whereby the Vice President is designated as President-Elect. Your Campus Advisor can advise you.
 7. Assign the Vice President(s) the responsibility of overseeing the Committee Chairpersons. Communicate frequently with the Vice President or Vice Presidents, if there is more than one. The Vice President(s) might also serve as a Committee Chairperson or Chair of a special project.
 8. Have regular Board meetings, as required by the Bylaws. Confront challenges and problems in a creative and non-confrontational manner, iron out differences. It is better to resolve issues at the Board level than at a Club membership meeting which can be time consuming and boring for members.
- 4 – 5
9. Have regular membership meetings, as required by the Bylaws. These meetings help to keep member enthusiasm up and are learning experiences.

10. Establish Club Goals and Objectives, as a Board, and review them periodically to make sure they are being accomplished or in need of modification. The Club should have a challenging and stimulating program of goals & objectives which translate into programs and activities.
 - a. Don't leave it up to your Campus Advisor to plan the goals/objectives and the programs and activities to achieve them. It is the responsibility of the Board and the membership, Your Campus Advisor can offer advice, but it is not his/her responsibility.
 - b. Involve the members in helping select the goals and objectives. They may have creative ideas on how to accomplish things, but it is the responsibility of the Board to make the final decision.
 - c. **Keep the goals and objectives realistic and within a reasonable time to be accomplished.**
11. Consult your Campus Advisor frequently. Your Advisor is there to assist you, but respect the Advisor's time.
 - a. When meeting or calling the Advisor have a written list of items that you want to discuss.
 - b. If you are meeting with the Advisor, rather than a telephone conversation, try to email her/him a list of what you wish to discuss in advance of the meeting. That will give the Advisor time to review the list in advance of your meeting. This will save you both some time.
 - c. Always thank the Advisor for any assistance
12. Be organized and prepared for Board meetings. Develop a draft Agenda. Send it to Board members in advance to see what items they may have for the Agenda. Start all meetings on time and keep the meeting moving. Follow meeting procedure. It is a good idea for all officers to have notebooks and they should be kept up to date. They are also useful to pass along to the next person holding an office. Check to see that the Minutes accurately reflect the business conducted at Board meetings. The Secretary should type all minutes and then circulate the minutes to the Board and the Campus Advisor no less than a few days after the meeting.
13. Be organized and prepare for membership meetings. Refer to Section 9 for help guidelines and tips about "meetings."
14. Keep meetings, to the extent possible, within a one to one and one half hour time frame. Respect other people's time. The exception might be one planning meeting a year to brainstorm the goals and objectives. But, not more than 2 hours should be planned.
15. Always have a copy of the Constitution and Bylaws with you at Board and Membership meetings.

16. Fundraising is a necessity to keep the Club going. It helps cover Club operating expenses and furnishes the means to accomplish the goals and objectives established by the Club.

Money dues or from any financial aid the Campus might provide to Student Organization may not be enough to cover expenses and the planned programs of the Club. Plan some fund raising activities during the year. Appoint someone in charge of fundraising who is energetic and can get the job done. There are ideas for fundraising in the Financial Section.

17. When planning fundraisers make sure they are well planned and with ample time in advance of any event to be able to adequately publicize the event or activity.
18. Involve as many people as possible on Club committees that interest them. Pick the right member to be a Committee Chairperson. Delegate authority to carry out programs, projects and activities to committees. Delegating makes your job easier. However, it does not relieve a supervising office of the responsibility for oversight and follow up. The committee may not do the assigned task exactly as you would, but they are also learning, as you are. Members as well as officers need the experience for their personal growth, confidence, and pride in themselves, their committee, and the Club.
19. Give praise and recognition for work done by others.
20. Communicate frequently with the Board, members, and your Campus Advisor. Members, in particular, like to be kept informed. Frequently communications with members, by the President, is important. Members need to hear from their leader on a regular basis. This can be accomplished by electronic means, a newsletter, and person- to- person contact or a combination of ways. The President determines the best way for he/she to communicate.
21. Publicize Club activities in Campus publications and community media.
22. Recruit new members on an ongoing basis. Membership is the life blood of the Club. You want the Club to survive and maintain continuity. Set targets for membership recruiting.
23. Help other members gain the experience needed to serve in an Officer capacity when your term is up.
24. Prepare an Officers Transition Manual to help your successor maintain continuity of the Club in future years. Refer to the Resource and Reference Section, Attachment J, for information about an Officers Transition Manual.

25. Where there is a vacancy in an Officer or Board position, have the Nominating Committee screen and recommend someone to fill the vacancy. A nomination just to fill a vacancy without prior screening of someone's interest and abilities, defeats the purpose. You want someone who will be effective in the position and help maintain the continuity of your Club.

Have fun and enjoy the experience of being President.

USEFUL TIPS FOR THE VICE PRESIDENT(S)

1. It is an honor to be elected by your peers to the office of Vice President. Perform your duties effectively on their behalf.
2. Be familiar with the Student Organization Requirements of your Campus. This is important so that you can operate your Club in compliance with the rules, regulations, and policies the Campus has established for student organizations and for participation in a student organization.
3. Be familiar with the contents of College/University Club Pan American Club Manual and particularly the Club Constitution and Bylaws. There is a wealth of useful information in the Manual in reference to starting and operating your Club. The Manual also contains useful information for personal growth and development.
4. Stay in close communication with the President on Club activities. You may need to act in the absence of the President, so stay informed about what is going on in the Club.
5. Stay in communication with the Committee Chairperson of Committees that the President assigns to you for oversight.
6. Make sure the Chairperson of any committee you oversee, either takes notes of the committee meeting or assigns someone to take notes (minutes). These should be saved for the permanent Club records and for committee reports to the Board and the Membership.
7. If you also serve as Chairperson of a committee, then stay in touch with the President on the Committee's activities.
8. Plan Agendas for your committee meetings and send them out in advance to committee members.
9. Make sure someone takes notes (minutes) of your Committee meeting.

Have fun and enjoy the experience of serving as a Vice President.

USEFUL TIPS FOR THE SECRETARY

1. It is an honor to be elected by your peers to the office of Secretary. It is a very important position in the Club.
2. Be familiar with the contents of College/University Club Pan American Club Manual and particularly the Club Constitution and Bylaws. The Manual also contains useful information for personal growth and development. The Bylaws state that the Secretary is responsible to take and keep the minutes of Board of Director and membership meetings. In the absence of the Secretary, the President should appoint someone to fill in and take the minutes. Committee Chairpersons are responsible for appointing someone to take minutes of committee meetings.
3. Club records are many times all that is available to show the history of the Club. Meeting Minutes and notes left behind and filed in the Records file are the only permanent record of your Club's activities for a current year and for successor officers of the Club to refer to. Make sure that complete and accurate meeting minutes are kept.
4. The Secretary's files and records are the property of the Club and should be filed as part of the permanent Club records.
5. The Secretary also acts as the Club Historian. Future generations of members will appreciate having a history of their Club.
6. Consult with the Campus Advisor on the best way to store the permanent records of the Club, not only for the current year, but past records of past years.
7. Have a three-ring note book for meeting agendas, minutes and other records. Keep a copy of the Constitution and Bylaws in the Notebook for ready reference. It is a good idea to keep the current year's meeting minutes and the past year meeting minutes in the notebook for ready reference.
8. Set up a system to store and retrieve the names and addresses of people in the Club's mailing list. Remember this list is the property of the Club and when your term is over as Secretary the information should be passed along to your successor.
9. **Some frequently asked questions:**

What should the Secretary do before a Board meeting or membership meeting?

1. Coordinate with the President or whoever is presiding over the meeting in the absence of the President, about the Agenda to be discussed.

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2. Have copies of the following for the meeting:

- a. A list of committees and any committee reports that need to be presented at the meeting.
- b. The Secretary's Notebook with extra paper for taking notes
- c. A calendar of Club and Campus activities
- d. Writing instruments (pen, pencils, marker pen(s))
- e. Name tags for member participants. Nametags are generally only needed for membership meetings.
- f. Copies of ballots for an election if one is to be held.
- g. Any special materials or handouts.

What does the Secretary do at a meeting of the Board or the membership?

- a. Take a roll and report attendance. Make sure a required quorum is present in accordance with the provisions of the Bylaws for the particular meeting that is being held. Record who attended in the minutes.
- b. Read the minutes of the previous meeting clearly when called upon
- c. Keep minutes of all proceedings.
- d. Count the votes if an election, if appointed by the President to this task.
 - (1) If the vote is by voice, stand up and count hands for the those voting yes and those voting no. If it is a vote by ballot, count the ballots and record the number of votes for each candidate.

What should a Secretary do after a meeting?

- a. If the minutes are taken in longhand, rewrite the minutes as soon as possible so the information is still fresh in your mind. It is a good idea to rewrite them within two days after a meeting.
- b. Write legibly or type the minutes and circulate them to the attendees. It is best to type them if you have access to a computer.
- c. Write up any reports that need to be retained as a permanent record.

Why is an Agenda important and how do you take Meeting Minutes?

- A. Refer to the Reference and Resource Section, Attachment G, for Guidelines on Agendas and Minutes.

Have fun and enjoy the experience of serving as Secretary.

USEFUL TIPS FOR THE TREASURER

- A. It is an honor to be elected by your peers to the office of Treasurer. This is an important responsibility and an experience that will benefit you in future years. Perform your duties effectively on their behalf.
- B. Be familiar with the Student Organization Requirements of your Campus. This is important so that you can operate your Club in compliance with the rules, regulations, and policies the Campus has established for student organizations and for participation in a student organization.
- C. Be familiar with the contents of College/University Club Pan American Club Manual and particularly the Club Constitution and Bylaws.
- D. The Treasurer works closely with the Board of Directors.
- E. Stay in close communication with the President, the Board, and Campus Advisor about Club finances.
- F. Coordinate frequently with the Secretary to ensure complete and accurate membership records and who is current on dues. It is important to keep an accurate record of dues payments as only members in good standing, those who meet Campus requirements to participate in a student organization and who have paid their Club dues are eligible to vote at meetings and elections.
- G. Once the Board decides on the annual goals and objectives, work with them to plan a budget for the upcoming year.
- H. Make sure you keep good and accurate records of Club income and expenses and good files.
- I. For more information refer to the Section in the Manual on Club Finances.





The above illustration is a general example of how to organize your Club. You might choose a variation such as the “Model OAS” Committee might be a committee under the direct supervision of President or a Vice President.

SECTION 5

Starting a Pan American Club on your Campus

- **Starting a Pan American Club on your Campus**
- **Role of the Campus Advisor**

STEP-BY-STEP GUIDELINES FOR STARTING A PAN AMERICAN CLUB ON CAMPUS and ROLE OF THE CAMPUS

Note: The term “Campus” where used means your college or University.

This step-by-step guide will be of assistance in organizing and starting a Pan American Club on your Campus and operating the Club once Campus approval is received. **This step-by-step process, is in itself, an additional learning experience for the “organizing group.”** There are similarities in organizing and starting a club to starting other types of similar organizations or a business. The “organizing group” will experience phases and the steps of: initial organizing and application for Campus approval/registration; official start up; and finally the ongoing operations phase where the purpose and mission of the Club is put into operation. Take advantage of this learning experience. Whatever career path you choose after graduation the experience will be of use to you.

Real world comparison: For this example a business start-up, as a US “corporate” entity, is illustrated. (In the U.S. this example entity is known as an “Inc.,” (corporation). In Canada it might be designated as an “AULC;” in Mexico as an “S. A.,” in South America as an “Ltd”. Businesses may vary by the type of entity, but the above will serve as an example of corporate entities in the Americas. In Europe and elsewhere in the world there are different types of designations incorporated business entities. Below are just a few of the comparisons.

- A corporation begins with an idea/a purpose (The PANAM Club begins with a purpose and mission)
- A corporation has one or more people to start it. (The Club has an “organizing group.”)
- A corporation has to have Bylaws and approval documents/licenses. (The Club has to have Constitution/Bylaws and secure Campus approval.
- A corporation has to have a board of directors and officers (The Club has to have a board of directors and officers).
- A corporation needs funding. (The Club needs funding)
- A corporation has to have human resources (employees) to operate. (The Club needs human resources (members) to operate)
- A corporation develops strategic goals and objectives. (The Club needs goals and objectives)
- A corporation engages in communications, marketing, and publicity. (The Club engages in communications, marketing/promotion, and publicity).

PHASE I - Guidelines for organizing and starting a Pan American Club on your Campus, prior to receiving Campus approval.

First Step:

A group of at least ten (10) students who have an interest in the purpose and mission of a Pan American Club is formed. To maximize the benefits of membership, it is recommended that the “organizing group” be comprised of students from the U. S. and from at least three or four other countries of the “Americas” (U.S. Canada, Mexico, Central and South America and the Caribbean). However, to begin with, depending on how many students are enrolled on Campus from countries of the Americas, it may be necessary to only have “organizing” students from the U. S and from one or two other countries of the Americas. Provide each member of the “organizing group” a copy of the Model Constitution and Bylaws (Attachment A). Each member of the “organizing group” should complete a Membership Application. A model Membership Application is included in Attachment D in the Reference and Resource Section. Keep them on file for future use when the Club receives Campus approval.

Second Step:

The “organizing group,” first, selects an interim “President” to help lead the group in the initial stages of forming the Club. The group then selects a Campus Advisor, either a Campus faculty member or staff member, if an Advisor has not yet been identified. Review this Manual with your Campus Advisor. The “selected” interim President will work closely with the Campus Advisor during the approval process. The role of the Campus Advisor is discussed in this section of the manual.

Third Step:

Obtain a copy of your Campus Student Organization Manual or Handbook and review it, along with this Manual, with your Campus Advisor. On most campuses, the Student Organization Handbook can be downloaded from the campus website. A Model Constitution and Bylaws is included in this Manual in the Reference and Resource Section. Revise the Model Constitution and Bylaws and any other documents in the Manual, as necessary, to comply with your Campus requirements for Student Organizations. The Student Organization Manuals of several educational institutions were reviewed prior to drafting the Model Constitution and Bylaws. Very few changes, if any should be needed to comply with your Campus policies.

Fourth Step:

Consult with your Campus Advisor to determine: (a) if any credit hours are awarded for participation in a Student Organization, (b) if your Campus offers financial support for approved student organizations, (c) if your Campus allows student organizations to charge membership dues, and (d) if your Campus offers Student Organization Financial Accounts (SOFA’s). If your Campus offers SOFA’s, then it will not be necessary for your Club to have an off-campus bank account, which will save the Club money by not having to pay any bank fees. If your Campus does not offer a SOFA, consult with your Campus Advisor about opening a checking account at a local bank.

Fifth Step:

The “organizing group,” in consultation with the Campus Advisor, **elects** “interim “officers of the Club (President, Vice President, Secretary, and Treasurer) who will also act as an “interim” Board of Directors. The “organizing group” votes on the Officers/Board and Constitution and Bylaws. This election can be held by a voice vote or by secret ballot. At this point the “interim” Board/officers are only serving in a temporary capacity, until the club is authorized by your campus and an official election of Directors and officers can be held by the membership.

Sixth Step:

The “organizing group” submits a petition or application, along with the required documentation, to the appropriate Campus Office to start a Pan American Club.

Useful Tip: If the Application for a student organization fulfills all of the requirements for Campus student organizations it will most likely be approved by Campus officials. While waiting to hear about official approval, the “organizing group” might wish to meet and begin to consider who might serve as the **officially “elected”** board of directors and officers when the Application has been approved. The group might also begin discussions and formulate some ideas for Club goals and objectives, programming for the coming year; and discuss member dues, if your Campus allows dues to be charged. Refer to the appropriate sections of this Manual for ideas and suggestions for developing goals/objectives, programs, projects, and activities. Once the Club is officially recognized, these preliminary discussions will give you a head start. Consult with your Campus Advisor on these matters. If it is decided to have a discussion on goals/objectives, involve all members of the “organizing group” in the discussion. It is important that members participate and “buy into” their club’s goals and objectives.

PHASE II - Upon notification by Campus officials that the Club has been recognized and registered:

First Step:

Upon being notified of Campus approval, the “interim” President notifies all members of the “organizing group” that the Club has been approved. The “interim” President schedules the first **“official” meeting** of all members of the original organizing group and others who may have since joined or expressed interest. Suggestion: Schedule the meeting within a reasonably short time after receiving Campus approval. This meeting is the beginning of the actual “operations” of your Club.

Second Step:

The “interim” President appoints a Nominating Committee Chairperson and 2 other members, from members of the “organizing” group. The Committee then deliberates on who will be nominated to serve on an officially elected Board of Directors and as Officers. Suggestion: Nominate five members of the Board (including the officers). An uneven number of Directors is best to prevent tie votes. Members vote on the Directors and Officers at the meeting. It is a good idea, to the extent possible, not to have a member who will be on the board or serve as an officer to serve on the Nominating Committee, which prevents conflicts of interest. Refer to section E (1-5) in the Resource and Reference Section for guidelines on elections including sample ballots.

Third Step:

If there is agreement on who will serve, then a voice vote can be taken at the “official” organizational meeting. If there is more than one person(s) interested in any position, then make provisions for ballots to be printed for Directors and Officers. At the meeting, the Chairperson of the Nominating Committee makes the motions for nominations. First elect the Board of Directors, then the Officers.

Reminder:

Review the Leadership Section and the Reference and Resource Section, attachments B about Leadership. Each person who is to be nominated for the Board and as Officers, should be given a copy of the appropriate Position Description(s) to make sure they understand the responsibilities and agree to carry them out. Make sure all those who have been nominated and agree to serve are familiar with the documents specified in the Position Descriptions for the Board and Officers.

Review the Section on Elections for procedures on conducting elections and sample ballots.

Section 6 will help you plan, prepare, and conduct the first “official” meeting of the Club, election of the first “official” Board of Directors and Officers and other matters.

ROLE OF THE CAMPUS ADVISOR

To be approved as a Student Organization, on Campus, the Club must have a Campus Advisor, either a faculty member or a staff member of your college or university.

Campus Advisors are very special people. They volunteer their time and expertise, outside of the classroom, in to provide guidance and support for the student organization they are assisting; and to help facilitate the growth and development of student members of the group they are advising.

The Campus Advisor is an invaluable mentor, advisor, and resource for your Club. The Advisor can assist in mediating any conflicts that develop between members of the Leadership or others.

The Advisor helps you interpret Campus Policies regarding Student Organizations and other appropriate Campus policies.

The Advisor acts as liaison with Campus departments and other faculty as necessary.

The Club can have a primary Campus Advisor and a co-Advisor or Assistant Advisor, but one should be the primary Advisor with the other assisting as necessary and filling in in the absence of the primary Advisor.

Selecting the Advisor:

The Advisor(s) should be someone interested in the purpose and mission of the Club and in helping students in their personal growth and development outside the classroom

Useful tips for the Club Leadership in working with your Campus Advisor:

- Keep in mind, the Advisor is donating her/his time to assist your Club outside of the classroom. They are deserving of respect and appreciation from Club members. And, the members of your Club are deserving of the respect of the Advisor. Mutual respect and trust is an important ingredient of the relationship.
- The Advisor is there to help guide, offer advice, and mentor. Expect a realistic relationship. Don't expect to develop a personal relationship with the Advisor. That doesn't mean the Advisor or Club members shouldn't act in a friendly manner with each other. It means that over familiarity and a close personal relationship is not to be expected. It may turn out that some relationships may last over a long period of years, but it is not to be an expectation.
- At the beginning of the relationship discuss your expectations with the Advisor so that there are no misunderstandings, which can cause hard feelings to develop.

- The Club Officers should meet with the Advisor frequently, keeping in mind everyone's time commitments.
- There should be open communication between the Advisor and Club members.
- Expect the Advisor to offer constructive criticism, from time to time. Do not take it personally. The Advisor is trying to help. There will be times when opinions might differ. Develop and open and honest communications, so that hard feelings will not develop and impair the relationship.
- Respect the Advisor's opinion and the Advisor should respect the opinion of the Club leadership. People of goodwill can disagree without being disagreeable. In other words, don't fall into the trap of hard feelings developing because you and the Advisor might not agree on some issue.
- When you have something to discuss with the Advisor, if it is more than one issue, item, or problem, prepare a written list. Send the list to the Advisor in advance of meeting with her/him. The Advisor may need to do some research prior to meeting or talking to you on the phone.
- The Advisor is not there to do the work of the Board or Committees. Don't expect the Advisor to develop Club Goals and Objectives, schedule programs, and keep financial records or other operational matters of the Club.
- If you make a commitment to the Advisor, then keep your commitment. And, if the Advisor makes a commitment, the Advisor should be expected to keep it. Mutually keeping of commitments helps develop trust and respect.
- If disputes develop between members of the Club Leadership, ask the Advisor for assistance in mediating the dispute. Do not let disputes simmer and develop into hostility.

SECTION 6

- **Operations: The first “official” meeting after Campus approval**
- **Step by Step guide for the first official meeting**

STEP-BY-STEP APPROACH TO PLANNING AND PREPARING FOR THE FIRST OFFICIAL MEETING, ELECTION OF THE BOARD OF DIRECTORS AND OFFICERS.

First Step:

The first “Official” meeting of the Club:

A. The purpose of this meeting is to:

1. Officially vote on the Club’s Constitution and Bylaws
2. Elect a Board of Directors
3. Elect officers
4. Review the purpose and mission of the Club
5. Inform members that the Board will meet to officially establish goals and objectives for the coming year and a copy will be provided to all members when complete.
6. Discuss and vote on any other items of business such as “ member dues.”
7. Have time to socialize after the business meeting

B. Planning for the meeting:

1. The “interim” President and Officers plan an Agenda (a sample agenda follows).
2. Determine a convenient venue (place) for the meeting to be held. It should also be handicap accessible.
3. Send an official notice to all members of the organizing group and other interested parties. This can be done by electronic means.
4. Attach a copy of the Agenda, the Constitution and Bylaws, and any other information of interest to the Notice.
5. Ask members for a reply to make sure you have the necessary numbers for a quorum at the meeting.
6. Ask the “organizing group” members to bring prospective members to the meeting.
7. Select an Installing Officer to administer the Oath of Office for Directors and Officers. Refer to the Elections Section of this Manual for information about the Oath of Office, Installing Officer, and Model Oath of Office. Utilizing an Oath of Office and official “ installation” of Directors and Officers, is an option for the Club to consider. Or, it can be decided not to have an Oath and Installation ceremony.

C. Meeting set-up:

- a. Set up a registration table, ask one or two members to sit at the table to handle registration
- b. Have a sign in sheet available so those present can print their names and contact information. Sign-in information will be useful for determining a quorum.

- c. Have blank name tags available and some marker pens
- d. If ballots are necessary for the election, have printed copies available. **Refer to the ballot guidelines in Attachment E.**
- e. Determine if any other materials are needed

D. Conducting the meeting:

- a. The interim President presides over the meeting, until such time as the officially elected President is voted into office, then he/she turns the meeting over to the officially elected President.
- b. The “interim” secretary verifies that there is a valid quorum for purposes of conducting business and voting. Refer to the Bylaws for quorum requirements.
- c. The interim Secretary, or someone appointed by the interim President, is appointed to record the proceedings. Keep a copy of the meeting Minutes for the Club’s permanent records.
- d. After the meeting, when the Minutes are typed, send a copy to all who were present and those of the original group who might not have been able to attend.

SAMPLE: FIRST OFFICIAL MEETING AGENDA

- | | |
|---|---------------------------------|
| 1. Call the meeting to order | Interim President (3 minutes) |
| 2. Roll call and introduction of any guests | Interim President (5 minutes) |
| 3. Vote on the Constitution/Bylaws | Interim President (5-? Minutes) |
| 4. Election of the Board of Directors | Nom Committee |
| 5. Election of Officers | Nom Committee |
| 6. Oath of Office Directors and Officers | Installing Officer |
| 7. Remarks by newly elected President | |
| a. Acceptance remarks and thank the organizing group and the Campus Advisor | |
| b. Review purpose and mission of the Club | |
| c. Goals and Objectives | President (7-10 minutes) |
| 8. Announcement of Committee Chair appointments | President (3-4 minutes) |
| 9. List any other item of business, reports etc | |
| 10. Adjourn | |
| 11. Social time | |

Notes:

1. The Campus Advisor should be properly introduced, at the meeting, and appreciation I expressed for her/his assistance. Request a short biography from the Campus Advisor to be used in the introduction. Do some research on how to properly introduce someone at a meeting or event.
2. If there are guests, make sure they are properly introduced.
3. Oath of Office and Installing Officer guidelines are contained in the Section on Elections.
4. If there are not multiple candidates for Directors and Officers, and if no one is nominated from the floor, then a voice vote or raising of hands can be taken. If there is a contest or if someone is nominated from the floor, then ballots need to be handed out. Refer to the Section on Elections for guidelines.
5. Once the officers are elected, then the newly “elected” President takes over and presides over the meeting. The “elected” President might be the same person who served as interim President. If it is someone different, then the newly elected President thanks the person who served as “interim” President and any others who served in interim positions, but who are not serving in “elected” positions; thanks the “organizing group,” and Campus Advisor. Always remember to express appreciation to people for their service or for assistance.

6. If the “organizing group” has already agreed on a set of goals and objectives for the coming year, the newly elected President can present them to the assembled members.
7. If final goals and objectives have not been decided on, then the President informs the group that the Board of Directors will be meeting in the next few days to develop goals and objectives for the Club. All members are invited to participate.

SECTION 7

Developing and Evaluating Goals and Objectives

- **Developing Goals and Objective**
- **Plan-Action-Evaluate Cycle**

Establishing achievable goals and objectives will define how the Club will accomplish its purpose and mission, which includes helping members in their personal growth and development through club activities.

Definition: Goals and Objectives

Goals are the “what” you wish to achieve, during a defined time period, to carry out the purpose and mission of your Club. Goals and objectives ensure that everyone is on the same page and going in the same direction. They are the Club’s roadmap. Goals are started in broad statements. For a given goal there might be one or multiple objectives stated to achieve the goal.

Do not confuse goals with objectives.

Objectives are the “how” goals will be achieved. Objectives are specific statements that support a goal.

Useful Tip: Always begin stating an objective with an “action” word (a verb). By starting with an action word the objective can be evaluated and measured; and, that the desired end result is addressed through the action of accomplishing the objective.

Practical Tip: Whether participating in the Club, or regarding personal or academic life, in business, or another career, clearly defined goals and objectives help achieve a successful result.

Useful Quotations:

“The greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals. Rensis Likert, Educator and organizational psychologist

“Something well planned, is half accomplished.” - Anonymous

“If something is worth doing, it is worth doing well” - Anonymous

“Without goals, and plans to reach them, you, or an organization, are like a ship that has set sail with no destination.” - Fitzhugh Dodson, *Clinical psychologist*

“The reason most people never reach their goals is that they don’t define them, or ever seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way, and who will be sharing the adventure with them.” Dennis Waitley, well-known author and productivity consultant.

Developing Goals and Objectives

Clearly defined, annual, goals and objectives establish a clear road map for your Club. They help to achieve the Club's purpose and mission as well as helping achieve personal expectations from being a member.

Members should meet and plan yearly goals and objectives. Members want to be involved and feel they are part of the decision-making. If they participate and take ownership in the goals and objectives, they feel responsible for seeing that the goals and objectives are achieved.

At the end of each year, members should meet and measure the programs and activities against the goals and objectives that were established. The Club's Campus Advisor can provide advice in helping members establish goals and objectives. Goals and objectives should be achievable within a realistic time period.

First Step in developing Goals and Objectives:.

The first step in developing goals for the Club is to review the Purpose and Mission statement. All goals and objectives should be tested against the purpose and mission. Do they help advance the purpose and mission? Establish **broad goals** that will advance each section of the purpose and mission statement, then select specific meetings, programs, projects, and activities that become part of some **specific objectives** to achieve each goal. Don't forget to include some fun and socializing activities, which are an integral part of helping to maintain enthusiasm and interest in the Club, solidify team building, develop connections, build relationships, and establish future networks for members. Club membership should be as fun as well as a meaningful learning opportunity.

Useful Tip: As each proposed goal and objective is discussed, it is a good planning practice to frame them in the context of **What** is the goal/objective, **Why** is it important, **When** we want to implement and or achieve it, **Where** (will we hold a meeting, event, or program, if appropriate), **How** will it be achieved (what resources do we need), and **Who** will do the work (an individual, a Club committee, or possibly in partnership or collaboration with some other individual or entity outside the Club). See an example below.

These same questions are helpful in establishing goals and objectives in personal life, academic studies, or in a future business, government, academic, or other career fields. Using this technique will help members develop practical skills in planning and establishing goals/objectives.

Once a set of goals is agreed upon, determine what specific objectives are required to reach each goal and when the objective should be accomplished. Remember: objectives are the "how" the goal will be achieved.

The purpose and mission of the Club is to:

- (a) expand the knowledge and understanding of our members, and others, about the history, culture, political structure, and economies of the countries of the Americas, particularly member countries of the OAS,
- (b) to learn about the OAS,
- (c) help break down barriers and develop a greater understanding and tolerance of differing cultures and beliefs of peoples in the Americas which will contribute to building peace and prosperity, and
- (d) enhance personal growth, develop personal connections, build relationships, and form lasting friendships, among those sharing these interests, that will contribute to maintaining and building peace among the nations of the Americas.

The purpose and mission is achieved through (a) various educational, social, cultural, and networking activities and programs; (b) in-service volunteer activities and programs; (c) learning about the OAS and citizen diplomacy through the Club's conducting and participation in a Model OAS General Assembly forum; (d) developing personal connections, building relationships, and forming lasting friendships among those sharing these interests through networking and (e) having fun.

Below is an example of some basic broad goals. Suggestions for specific programs, projects, and activities are included in the Section 9, Programs and Activities.

- Recruit ____ new members for the Club
- Implement a programs to educate and or expand the awareness, knowledge and understanding of members, and others, about the history, geography, culture, political structure, and economies of the countries of the Americas, particularly the member countries of the Organization of American States (OAS).
- Conduct a Model OAS General Assembly Forum, on Campus, or in a regional forum with Pan American Clubs from other area colleges/universities.
- Celebrate Pan American Day each April 14th.
- Hold an event on Campus during Pan American Week (week following April 14), invite Campus officials, members of other student organizations and others to attend.
- Participate in Pan American Day/Week events sponsored by the Pan American Association of Kansas City.
- Help members develop practical leadership, organizational, management, financial, and, and networking (connections), team working skills through Club projects, programs, and activities and use of the Project Planning Guide. (Attachment I)
- Help members learn about "citizen diplomacy"
- Help members learn about the benefits of "volunteering "and citizen diplomacy skills through Club programs and activities.
- Implement a plan for the Transition of Officers to ensure the continuity of the Club (See Attachment J for information on an Officer Transition Manual).

Useful Tip: It is a good idea to have a mid-year evaluation of the agreed on goals and objectives and make adjustments, if needed.

End of the Year Report and planning for the next year:

At the end of each year a report should be prepared and presented to the membership which lists the previously established goals and objectives and what was accomplished toward achieving them. Recognition should be given to members who contributed significantly in helping to achieve the goals and objectives.

Goal example: asking the questions What, Why, When, Where, How, and Who

Recruit ____ (Insert number) members (“What:”) by _____ (insert date) (“**When**”) . This can either be an ongoing activity or a specific time of the year set aside for a major membership drive

supplemented by recruiting throughout the year .(“**Why**” is this important: Members are the lifeblood of the Club. A certain number is needed to maintain the basic cadre of 10 members, to grow the Club, and to have enough members to carry out the various programs, projects, and events. Members lose interest, they graduate, and other reasons for not maintaining membership. Members have to be replaced and new members recruited. The “Why” is not included in the goal statement it is only asked at the time the goal is established).

Objectives example: (“How” and “Who”)

- Create a membership committee (either chaired by an Officer/Board member) or one of the non-Officer/Board members of the club.
- Create a Membership Application form (see Appendix for a model form)
- Recruit members from students enrolled on Campus who have interest learning about the countries of the Americas and in their personal growth and development. (“**Where**”)
- Create a membership flyer to post on Campus bulletin board
- Give a prize of _____ (either money or something else) to the member who recruits the most members by _____ (insert a date)
- Ask each board member to recruit ____ (1 or 2) new members
- Ask each current member to recruit at least 1 additional member
- Invite prospective members to a club meeting, program, activity
- Sponsor a club social event where members can bring prospective members. At this event, the President gives a short talk about the benefits of membership.
- Prepare a new member packet to give to new members. Use materials from the manual that apply: Ex: (What is a Pan American Club etc, Why should you care about the Americas and the OAS, copy of the Constitution and Bylaws). This can be sent electronically once they formally join)
- (Add other objectives that board members may suggest). If a non- Board member committee is formed, share the goal and objectives with the Committee Chairperson, who will then share it with other members of the committee. The committee might add other objectives)

Review point: Determine the goals, then for each goal establish action objectives. One of the benefits of the club is to help members learn how to establish clearly defined goals and objectives through club programs, projects, and activities.

PLAN-ACTION-EVALUATE CYCLE

IMPLEMENTING GOALS AND OBJECTIVES

Once you have set forth your goals and objectives for the year, with timetables for accomplishing them, this becomes your **ACTION PLAN** for the year.

The next step is to take action to implement your plan. Assign responsibilities; appoint committee chairpersons, and committee members. Committees take action to do their assigned tasks.

EVALUATION

It is recommended that the Board of Directors conduct a periodic evaluation of the plan be conducted to see if things are proceeding according to the Plan. It is a good idea with respect to the Club, to evaluate the Plan in the middle of the year. If certain goals and objectives are not proceeding to your satisfaction, it is time to evaluate the plan and make adjustments. The reason might be that the goals/objectives or timetables for completion were not realistic, the Chairperson or the committee are not implementing properly or other reasons. Make whatever adjustments are needed. Involve Committee Chairpersons in the Evaluation.

The next step is to take action to implement the revised Plan, with needed adjustments.

Then the cycle begins again. At the end of the year, form a new plan and so forth.

Useful Tip:

This technique is useful in Club activities, in personal life, or in real world personal, career or job situations where planning and action is required.

SECTION 8

Membership

- **Membership qualifications**
- **Composition of Club membership**
- **Recruiting & Retaining members**
- **Membership Application**
- **Member awards/ recognition & non-member recognition**
- **Networking**

MEMBERSHIP

Importance of Membership

Members are the lifeblood of the Club. **Membership recruiting and retention is one of the most important goals of a club.** Members are the “human resources” of the Club and a valuable asset. Without members the Club cannot exist, carry out its programs and activities, and survive in the future. Membership recruiting and retention should be one of the main goals of your Club.

Qualifications for membership

Article V of the Constitution and Bylaws sets for the following qualifications for membership:

The Club shall have a minimum of ten (10) members. Membership shall be open to all duly enrolled Campus students who meet Campus requirements for membership. Membership, programs, and activities shall be open to all currently enrolled students regardless of race, color, creed, sex, sexual orientation, age, national origin, ancestry, marital status, disability, Veteran status or political beliefs and who subscribe to the purpose and function of the Club.

If there are enough interested students, a good starting point would be 15 members, but 10 is generally a requirement of Campuses for starting a student organization.

Useful information: The following principles are what businesses, organizations, and institutions, either consciously or sub consciously, follow when thinking about human resources and or members of clubs and societies. The principles are categorized as: Recruiting, Selection, Management (Leading) and Motivation. Those same principles can be applied to your Club.

Recruiting and Selection:

Composition of membership

It is recommended that your Club be comprised of students who are from different countries in the “Americas” to the extent possible and based on student enrollment from those countries. It is not the purpose of the Club to be a “single country” club but rather a membership comprised from students from at least three countries of the Americas to the extent possible. A diversified membership, with democratic participation by all members, is the best way to maximize the benefits of membership. Some campuses will have a larger number of students from the Americas than others. If your Campus has a small number of countries represented, then try to increase membership among those countries. Students from countries not in the Americas but, who have an interesting in learning more about the Americas or the languages of the Americas are eligible to join but, they should not dominate membership in the Club. Be as culturally diverse as possible. Consult with your Campus Advisor.

Useful Tip: While they should not be excluded from membership, students in their first semester are becoming acclimated to college/university life and would not have the time to become involved and active. To the extent possible students in their sophomore and junior year would make the best candidates for holding office in first year, so that continuity of officers can be maintained in the second year of operation.

What is the reason for a diverse membership from various countries of the Americas?

Keep in mind that one of the main purposes and mission of the Club is to increase awareness, knowledge, and understanding of students, from countries of the Americas and others on or off-campus, about the history, geography, culture, languages, customs, economy, and political structure of the countries of the Americas, particularly the voting countries of the Organization of American States, all of whom signed the Treaty governing the principles for which the OAS stands. Refer to Section 2 for more information about the OAS. The best way to accomplish the purpose and mission and derive the greatest benefits is to have members from diverse countries of the Americas. The more countries represented, the greater the opportunity to develop an awareness and understanding of different countries and cultures, develop connections for the future, establish long term friendships, and gain an understanding and tolerance of other's people's cultures and beliefs. A key point is for host country students (citizens of the country in which the Campus is located) to share their country's culture, belief's, values etc and for those members from other countries to do the same. Then, through Club activities and programs work together to accomplish the Club's goals and to develop personal skills which will be useful in life after graduation.

Ideas for recruiting new members

- Develop a membership brochure or flyer and a membership application.
- Identify the students on campus who you think will have the most interest in learning more about the countries of the Americas; interested in developing leadership and organizational skills; and in networking.
- Post a flyer on the campus bulletin board in the Student Union.
- Pass flyers out at some type of a campus event.
- Sponsor a membership social whereby the Club has a social event and invite prospective members. This type of event can double as a Club social as well as a recruiting event.
- Sponsor a membership drive on campus. Consider giving a prize or award to the member who recruits the most new members.
- When a member joins either give them a hard copy of a packet with materials about the Club or send them an electronic version.
- Once your Club is in operation and a new member joins team them up with a more experienced member who can help them get involved in Club activities.

Useful Tip: There is a lot of information in the Manual about the benefits of membership that can be used in creating a membership recruiting, flyer or brochure, and to use on a website if the Club develops one. This information will save the Club time and effort. A model membership flyer is included in the Resource and Reference Section as Attachment D.

Once a member has sent in an Application:

Useful Tip: When a new member joins make sure they receive a Welcome Letter from the President, a copy of the Club Constitution and Bylaws, the Club's goals and objectives, a roster of current members, a schedule of Club meetings, events, and other information they might need and want.

If you have a Club Website, new members can be directed to the website for the information. If your Club does not have a website, then the new member can receive the information by email or by hard copy. A sample Welcome Letter from the President is included in the Resource and Reference Section.

Welcoming a new member, providing them with information they will need, will help get them active in the Club. **A sample Welcome Letter from the President is included at the end of this Section.**

WHAT DO MEMBERS EXPECT FROM THE CLUB

- A sense of belonging – a feeling that no one objects to their presence, that they are sincerely welcome and needed for themselves and not only for their ability to work, pay dues, or other skills they may possess.
- Appreciation of self – members want to be appreciated as human beings and not just as members.
- A challenge – members want responsibilities that challenge them, that are within the range of their abilities, and that contribute to reaching Club and personal goals.
- Growth and Personal development – members want their participation to contribute something to their personal growth and development.
- A voice- members want to participate in planning Club goals and objectives.
- Realistic goals – members want to feel the Club goals and objectives make sense and are achievable within a reasonable time limit.
- Value of their contribution – a feeling that what they are doing is worthwhile and contributes. A feeling their value contributes some beyond the Club itself.
- Clear expectations- members want to know what is expected of them if they serve in a leadership, committee chair, or as a committee member.
- Progress – members want to know that progress is being made toward the goals and objectives that have group agreement.
- Informed – members want to be kept informed about Club activities, to be communicated with on a regular basis.
- Respect – members want to be treated with respect and fairness.
- Recognition – members want to be recognized for good work when it is due them.

Membership Application

The Leadership of the Club should develop a membership application that each new member would be required to complete. The Application will provide the necessary information to create and build a membership database and membership roster. The membership database is useful for sending dues notices and for making a report at the Annual meeting to the membership. Keeping a roster of members also is useful in measuring how much the Club grows or declines.

A sample Membership Application is included in the Resource and Reference Section as Attachment D. A sample regular member, Membership Certificate is included in the Resource and Reference Section as Attachment D.

Ideas for retaining members

- Communicate frequently with members about Club meetings, programs, activities and events.
- Get members to participate on a Club committee, project, event, or program.
- Develop a Club newsletter to send to members via email.
- Solicit ideas from members; people like to be asked for their ideas and advice.
- Review what members want from the Club and implement methods to meet those needs.
- Send members a thank you letter from the President when they renew their membership.

Charter Members

Some organizations designate members who start the organization and join within a certain time period as “Charter Members.” Being a Charter Member is prestigious and can be added to your resume. If the Club chooses to use this idea, it is suggested that the “organizing group” plus any member who joins the Club in the first month after, the Club receives Campus approval be designated as a Charter Member. They can be recognized at the first official meeting of the Club, after Campus approval or at the next meeting following the first official meeting, depending on how the Board schedules meetings. A sample Charter Member Certificate is included in the Resource Section.

Charter membership can also be used as a good recruiting tool as only those members who were part of the “organizing group” and those who join within the prescribed time period will be designated as Charter Members. When recruiting additional members, they can be made aware of this opportunity.

A sample Charter Member Certificate is included in the Resource and Reference Section as Attachment D.

Building a Network

The opportunity to build a network is an important benefit to all members. Networking is developing and cultivating contacts with a diverse number of people. Networking can be accomplished within the Club and with others on your campus and within the community. These contacts can be of great personal value both in the present and in the future. Many of these contacts might become lifelong friends and some will be of benefit in future careers. The greater the number of members the more opportunities for each member to develop closes personal contacts. More information about networking and netweaving is contained in Attachment E in the Resource and Reference Section.

AWARDS AND RECOGNITION

People like to be recognized when they make a significant contribution to an organization. The Club may wish to have an Awards and Recognition program to recognize members as well as non-members who might have made a significant contribution to the Club during an academic year or over the course of more than one year.

To have any meaning Awards should not be given lightly. The nominee for an Award should be someone who is truly deserving of the recognition. If during the course of the year, no one has distinguished themselves in a manner to deserve an Award, then none has to be given.

The following program is an example only. It is up to the Club to decide whether or not to have a program, the type and name of an Award and the form of the Award. The form of an Award might be either be a Certificate, suitable for framing, a Plaque, or some other form.

Guidelines for Nominating Someone for an Award

The Publicity/Awards Committee, in addition to making nominations for leadership positions, is also charged with the responsibility for accepting nominations for Awards and making a recommendation to the Board of Directors. The Board votes to make the Award(s). When constituted prior to the Annual Meeting, the committee also solicits nominations for Club Awards. Any member can nominate someone for an Award. A Sample nomination form is included in Attachment E in the Resource and Reference Section. The President then presents the Awards at the Annual Meeting. The President reads a statement citing the reasons the person receiving the Award is being recognized. The President might assign someone to take photos of the Awards being presented. If the Club has a newsletter, the photo and a short paragraph about the person(s) receiving the Award can be included. If the Club does not have a newsletter, the person(s) receiving recognition can be emailed a photo. Receiving a Club Award also adds to a resume.

Potential Member Awards:

- Sparkplug Award. Why the name “Sparkplug.” One of the definitions of a sparkplug is to “energize or inspire.” When a person is recognized as a “Sparkplug” it means they have significantly contributed to the energy of the organization and he/she is an inspiration and example to others. There are two ways of qualifying for this type of Award: one is for the Nominating Committee and the Board to develop some general criteria and set a limit for the number of Awards to be given annually. Perhaps three. The other way is to develop a point system and everyone in the Club can receive a Sparkplug Award if they earn a required number of points. For example: points can be given for attendance at membership meetings, service as an Officer or on the Board, participating the Model OAS forum, participation in a community volunteer project, recruiting new members, speaking at a community event or at a primary or secondary school, or other suitable

activities. This type of format is a bit more complicated as members would have to be issued a card, with the various activities and number of points given for that particular activity, printed on the card. Members would have to carry the card and each time they participated in a certain activity, a member of the board would have to sign off on the points earned. The Award would be a certificate suitable for framing or a plaque.

- Distinguished Service Award. This Award could be given to a member who made significant contributions to the Club over a period of more than two years. The Board would have to develop the criteria for this Award. This Award would be a plaque. No more than two such Awards would be given in a time period of two or more years.
- Certificate of Appreciation. A Certificate of Appreciation can be presented to any Officer or Board member who has actively served on the Board of Directors or as an Officer at the end of their term.

Potential Non-Member Recognition

The Club may wish to recognize someone who is not a member and who has made a contribution to the Club in some fashion. It could be a faculty or staff member or a member of the local community who has assisted the Club in some fashion that is deserving of recognition. The form of the Award could be a Certificate, a plaque, or some type of memorabilia.

Notes:

All Awards should have the name of the Club, the reason a person is being recognized, the person's name, the date presented, and if a Certificate, the signatures of the President and the Secretary.

If the Award is in the form of Certificate, have it printed on good quality paper. If the Award is framed, prior to presentation; frame it in a suitable frame.

SECTION 9

Programs, projects, activities, and meetings

- **Ideas for meetings, programs, projects, and activities**
- **Guidelines for Board, Membership, and Committee Meetings**
- **Importance of meeting Agendas and Minutes**
- **Model OAS General Assembly Forum for students**
- **Parliamentary Procedure**

IDEAS FOR MEETINGS, PROGRAMS, PROJECTS, AND ACTIVITIES

The following are only suggestions for meeting topics, programs and activities. Solicit ideas from the membership and your Campus Advisor may have suggestions.

Useful tip: Do not overload your Club with too many meetings, projects, activities, or events.

MEETINGS

Ideas for Club membership meeting topics and programs:

- Ask a member to make a presentation about their country; its geography, history, culture, flag, political structure, and its economy.
- Invite an outside speaker:
 - To talk about the Organization of American States, what it stands for, and how it benefits its member countries and citizens of those countries.
 - From a local consulate or honorary consul from a country of the Americas to talk about the country he/she represents.
 - To talk about Volunteerism and Citizen Diplomacy; the personal, community, and country benefits.
- Invite a faculty member, Campus Administrator or Employee to speak on a topic of interest about the Americas.
- Invite a speaker from a company in your area that is involved in international business in the Americas.
- Invite a speaker from a governmental agency or international association interested in the Americas.
- Have a dinner where each member makes or brings a food or dessert from their country and use the meeting as a social event for members to get to know each other better.
- Invite your professors to a meeting where you make or bring food from your countries so they learn more about the members' countries.
- Invite a College/University Pan American Club member from another campus to be a speaker.
- The Constitution and Bylaws require the Club to have an annual meeting where elections take place. Plan something special for the Club's annual meeting.

Useful Tip: When you attend or volunteer for a campus or off-campus activity, project, or event where there will be students, or others, who are citizens of a country or countries other than your own country of origin. When interacting with them you are in essence representing your country and are a citizen diplomat. Impressions formed of you and the ways you conduct yourself reflect on your country, either positive or negative. Always be respectful, pleasant, and courteous. Represent your country well.

Ideas for International Projects and Activities:

- Conduct a Model Organization of American States (MOAS) General Assembly Forum on Campus and/or participate in a regional MOAS with other area colleges/universities.
- Send delegates to the Model OAS forum in Washington D. C.
- Celebrate Pan American Day (April 14) on Campus or during Pan American Week (the week following Pan American Day).
- Participate in Pan American Day/Week celebrations sponsored by the Pan American Association of Kansas City.
- Take a group tour of the Grand Boulevard of the Americas to view the flags of the voting member countries of the OAS, and then get together afterward to socialize.
- Partner with another international Club on Campus on a project or activity.
- Plan a joint social event or cultural with another international club on campus.
- Plan a cultural theme social event.
- Participate in or organize a Festival of the Americas on your campus.
- Plan an event where foods and music, art, dance, and culture of the “Americas” are featured. Invite others to attend.
- Visit area Art Galleries to view art from countries of the Americas.

Ideas for service-learning “volunteerism” and *citizen diplomacy

- Volunteer in the community for an international, charitable, or other activity.
- Volunteer for a campus related international project.
- Act as speakers at a high school or elementary school class or program about the Americas and and/or a particular country.
- Volunteer to help with a Pan American Association of Kansas City project, program, or event.

Ideas for Club social events

- Plan a party for Club members.
- Plan a party or social event and invite other students on campus, this can double as a membership recruiting event.
- Plan a costume party where members come dressed in their native clothing.

- Organize a social or cultural activity (like a visit to a Museum or to the Zoo) for members or also with members of other College/University Pan American Clubs in your area.
- Plan a night where all members go to a cinema (movie), a Campus social event, or community event, then go out for refreshments after the cinema or event.

- **Meetings**
- **Developing an Agenda**
- **Minutes of Meetings**

General

During the course of a year the Club will have various types of meetings and programs. Types of meetings include:

- Board of Director meetings and possibly
- Committee meetings
- Membership meetings
- Special programs and events where members and others attend

Your Club should have regular membership meetings. It is recommended that there be at least six meetings, programs or events during the course of a year.

Importance of Meetings:

Failure to hold regular membership meetings, programs, or events can lead to a loss of member enthusiasm and interest; and eventually lead to loss of members. At the conclusion of the Spring Semester plans should be in place for the first meeting of the fall semester to insure the continuity of the Club. Board of Director and Committee meetings may be held as necessary and in compliance with the Club's Constitution/Bylaws.

Meetings are important because that is where an organization's culture and climate perpetuates itself. Meetings are one of the ways that the Club's leaders tell its members, "You are a member." If you have bad, boring, and time wasting meetings, then the people begin to believe that this is a bad and boring organization; and they lose interest. Likewise, great meetings tell the members, "This is a GREAT organization of which to be a member!"

Club meetings also provide members with the opportunity to network, build and help solidify connections and relationships with other members and non- members who might be in attendance.

GUIDELINES FOR MEETINGS

One of the biggest complaints about most organizations is meetings that they waste too much time and are boring. This is bad news for the leadership of an organization. Why are there so many bad meetings? Poor planning by the meeting's organizer, President or Committee Chairperson; and a lack of involvement by the participants. Well-planned and properly conducted meetings are a very important part of your Club's activities.

A good leader, whether you are a Club Officer or a Committee Chairperson should learn how to plan, organize, and conduct good meetings, so that members stay interested and excited about the Club. Conducting a good meeting also sets an example and is a good learning experience for those attending the meeting. **Learning how to plan and conduct a good meeting a skill that is also very useful in a future career.**

Preparation and conduct of a meeting is both an art and a science. The “SCIENCE” is the advance preparation for the meeting, including developing the Agenda, the location, sign in materials, visual aids, taking of the minutes and other items needed for a meeting. The ART is in the conducting of the meeting. A good leader develops a sense of the group in attendance, understands when move to things along and when to let discussion on a particular subject take a more than the allocated time, and adjusts other agenda items accordingly. The person presiding over the meeting has to make sure everyone is heard that wants to be heard, within certain bounds, while keeping control of the meeting. The person presiding over the meeting is much like the conductor of a symphony orchestra. He/she keeps the score moving while maintaining harmony and order among the musicians. Each plays their part to reach a harmonious conclusion. At times there might be a controversial subject on the agenda where people feel very strongly on either side of an issue. The person presiding over the meeting has to allow each side to present their points of view in an objective manner, then try to reach a harmonious conclusion.

Elements:

There are generally eight key elements involved in implementing a meeting or program.

1. Preparing for the meeting, determining the purpose and objectives of the meeting, event, or program
2. Creating an Agenda or Program, depending on the type of gathering
3. Scheduling the meeting
4. Making room or facility arrangements
5. Sending out the Agenda and any supplementary materials in advance to those attending
6. Making sure any needed visual aids, sign-in sheets, marker pens, election ballots, or other materials and items are available at the meeting, program, or event.
7. Arranging for someone to take notes of the meeting
8. Conducting the meeting
9. Action or follow up

Steps in Planning a Meeting:

First Step:

What type of meeting is being planned? What is the purpose of the meeting and what is to be accomplished? How much time will be allocated for the meeting? The best meetings do not last over 60 minutes, if well planned and everyone is brief and to the point.

Meetings may cover a single topic or multiple topics. For example a membership meeting might include: a report by the President and Officers, part might be informational, part might be a report on finances, a report reports by Officers or Committee Chairpersons, or a speaker may be included. A Board meeting might have some of these topics or it could be a strategic planning meeting to set Club goals and objectives. A committee meeting normally focuses on the work of the committee but will have the elements of a report by the Chairperson, discussion of a program, event, or activity for which the Committee has responsibility.

Second Step:

A formal agenda should be developed around the key purpose of the meeting. The meeting agenda is a roadmap for the meeting. It lets participants know where they're headed so they don't get off track. Most importantly, the meeting agenda gives a sense of purpose and direction to the meeting.

What is the planned meeting date? Be clear about the date and location of the meeting. Set the date well enough in advance to ensure that participants are able to schedule the meeting and plan accordingly. The person presiding over the meeting or event should advise presenters well in advance in order for her/him to prepare his/her presentation or report. Once a date is established, stick to it. If changes are made to the date, without a very good reason, the purpose of the meeting will lose creditability.

What is the planned start and end time for the meeting? Set a start time and end time, and stick to it! Keep a watch close by, and monitor the flow of the meeting

What are the agenda items for this meeting? Determine agenda items well in advance. Get input from Chairpersons and participants of the meetings. Agendas are often first started by looking at the notes from the previous meetings. Plan a list of items to be covered, and look to eliminate items that can be addressed outside the meeting or have little relevance to the entire group. Also, if your meeting will have some discussion or "brainstorming," plan this in your agenda. Brainstorming sessions can be time consuming, and you don't want to skip critical items because a discussion session ran too long.

Third Step:

How much time will be allocated to each agenda item? This is another critical point. If a meeting is scheduled to last one hour, it should conclude in one hour. Agenda items should be assigned a time limit, and these limits should be enforced. At times, it may be necessary to extend pre-determined time limits. However, this should be the exception rather than the rule. Again, you will be surprised how much can be compressed into a few minutes when a time limit is imposed.

Fourth Step:

Who will be assigned as the report giver for each agenda item? Assign the agenda items to the appropriate members for presentation. This will help individuals take ownership, and become more involved. It also help to build good rapport as members will take ownership if they view it as "their" meeting. Spread out the work, empower Officers, committee chairs, and others to present, give reports, or make announcements regarding a project, event, or upcoming program.

Fifth Step:

What is the objective for each agenda item (to discuss, to decide or to share information)? Identify specific expectations for agenda items. Are there announcements or decisions to be made? Create goals for the agenda, and look to reach the goals as the discussion items are completed.

Distribute the agenda in advance! Send out the agenda and ask the participants to review it before the meeting. This will allow them to prepare some thoughts for the agenda items. Participants can also note thoughts for discussions items, and they will be clear about who is presenting what. Printed agenda also allow participants to hold themselves accountable to the time of the meeting, which will ensure productivity.

A good meeting agenda will serve as a guide to participants, making the meeting more efficient and productive. An effective meeting agenda, which states what activities will take place during the meeting, serves various important functions:

- It forces the meeting leader or group to think out what needs to be accomplished
- Provided ahead of time (as it should be), the agenda lets people know what to expect and allows them to prepare as necessary
- It provides a blueprint or path for the meeting to follow
- It reminds people of what there is left to cover if time gets to be an issue

When possible, use actionable words such as *approve*, *discuss*, *adopt*, and *announce* to let participants know what is expected of them. At the end of each item is a suggested time allotted (adding up to an hour or hour and a half long meeting), but in reality time allotted will depend on your group's particular circumstances.

- Welcome/Introductions/Warm-Up Activity – Doing one of these is particularly helpful for groups that don't get together often. It is also a good way of getting the meeting started while not making late-comers miss anything substantive. (10 min)
- Approve/adopt previous meeting minutes – Obviously, only necessary if minutes are kept. (5 min)
- Discuss the topics at hand. This will usually be broken up into several parts, and will take up the bulk of the meeting. This is where you would include items like "Review annual budget" or "Brainstorm fundraising ideas" or "Hear report from Finance Committee". (60 min total)

- Announcements – This is often kept to the end of the meeting, but because new information can sometimes change the focus of a meeting, it may be useful to have announcements early on in the meeting.
- Decide on time and topics for next meeting

As you can see from this above example, a good meeting agenda is short and simple.

Sample Meeting Agendas

Sample meeting agendas for Membership, Board of Director, and Committee meetings are included in the Resource and Reference Section as Attachment F (1-3)

Minutes of meetings

Membership Board and committee meeting minutes are an important form of historical record keeping for all organizations. Minutes serve as the record of meetings. They should consist of a clear, accurate, and complete report of all business transacted and should be worded in simple and understandable language. A guide for taking minutes is included in the Resource and Reference Section as Attachment G. Officers and committee Chairperson should review the guidelines.

Parliamentary Procedure

All meetings should be conducted in accordance with Robert's Rules of Order as stated in the Constitution and Bylaws. A Guide to Parliamentary Procedure and a Chart of Parliamentary motions are included in the Resource and Reference Section as Attachment H. Understanding and learning to use parliamentary procedure will be of value to members in the future.

The MOAS is a simulation exercise of the proceedings of the Organization of American States (OAS) General Assembly, where students represent the 34 OAS Member States, by advocating their assigned countries' policies and interests, through debate and discussion of Hemispheric issues related to democracy, human rights, development and security.

What is the purpose of the MOAS?

The Model OAS General Assembly (MOAS) is a program of the Department of International Affairs (DIA) of the OAS, designed to promote democratic values among the youth of the Hemisphere by familiarizing students, faculty and academic institutions of the Americas with the work of the OAS and its Member States, as well as with the Organization's role as the premier political forum in the Hemisphere.

What are the objectives of the MOAS?

- Promote democratic values among the youth.
- Generate an understanding of the mission, role, structure and functions of the OAS.
- Analyze the major political, economic, social and security issues in the Americas.
- Highlight the relevance of the diplomacy as a problem-solving instrument.
- Train dedicated leaders

What are the benefits to students?

- Enhance negotiation skills
- Develop leadership skills
- Gain Inter-cultural experience
- Perform public service
- Help build a network

Students learn about current political, social and security issues in the region and the impact of multilateral negotiation in the Americas.

Learn the use of negotiation and diplomacy as problem solving instruments

Enhance their communication and public speaking skills.

Note: for more information about the MOAS: www.oas.org. Enter MOAS in the search box.

What do students who have participated say about their MOAS experience.

“Model Organization of American States (MOAS) is an excellent opportunity for students to develop a variety of skills and expand their knowledge beyond the classroom to real life application. By participating in a diplomatic simulation, students develop critical thinking and public speaking skills, as well as learning how to collaborate with other partners to build consensus. Additionally, in preparing for simulations, students learn about our neighbors of the hemisphere who are often forgotten, but whose contributions have significant impact on policy and culture in the United States. Schools in the Kansas City area have a unique opportunity at this time to contribute as pioneers in establishing a strong presence in the Midwest region.

Involvement in MOAS will identify participants as area leaders in innovative programming and forward thinking in a global context.” Kate Davies, Park University, Parkville, Missouri, USA⁷

SECTION 10

Committees

- **Committees - Definition and purpose**
- **Suggested Committees**
- **Appointing Chairpersons of Committees**

COMMITTEES

Definition and Guidelines:

The general definition of a committee is: A group of people officially appointed or designated to carry out a specific function or service. It is important that your club, in accordance with the Constitution and Bylaws, establish committees to assist in accomplishing the purpose and mission of the Club as well as to help members achieve their personal goals, aspirations, and expectations of belonging to the club. One or two people cannot do all the work. Officers, Board members, and regular members should participate by serving on at least one committee. It is not recommended that anyone serve on more than two committees. In a small organization it is best to keep the number of committees to a minimum. Along with the Board, committees do the work of the Club. As stated in the goals and objectives section, committees need clearly defined goals and objectives.

There are different types of committees, for example: some organizations establish an Executive Committee to take care of business in the absence of the Board of Directors. The Executive Committee has certain limitations which are contained in the Constitution and Bylaws. Generally a very small organization will not have an Executive Committee. As it grows and expands its activities it might be desirable to have one. Your Campus Advisor can give advice as to when and whether your Club needs an Executive Committee. The Model Constitution /Bylaws make such a provision.

There are two other types of committees: Standing Committees and Ad Hoc Committees. Standing Committees are specified in the Constitution and Bylaws and they are responsible for carrying out the basic needs of the organization. Ad Hoc Committees might be appointed to carry out a specific project, service, or program that is not covered under the duties of one of the Standing Committees. Your Campus Advisor can advise, from time to time, if your Club needs any Ad Hoc committees.

The Constitution and Bylaws specify the following Club Committees:

Executive Committee. At the discretion of the Board of Directors, based on the needs of the Club, an Executive Committee may be formed. The Executive Committee shall be composed of the Officers of the Club along with the Campus Advisor as an ex-officio member. The President shall serve as Chairman of the Executive Committee. The Executive Committee shall have all the necessary powers to carry out the affairs of the Club, in the absence of the Board, except they may not elect Directors or Officers and the Executive Committee may not expend any sum in excess of _____ dollars (\$ _____) without the express advice of the Campus Advisor and approval of the Board of Directors. The President shall report on all actions

taken by the Executive Committee at the next meeting of the Board of Directors and the Board shall ratify such actions. The Secretary shall keep the minutes of any Executive Committee meeting and a copy provided to the Board of Directors at its next meeting. The Executive Committee may determine by resolution the time and place of its meetings.

Useful Tip: With a small number of members, it is generally not necessary to have an Executive Committee. However, in the case of a decision that has to be made quickly and the Board of Directors cannot meet, the Executive Committee could be convened to make a decision and later report their actions to the Board.

Standing and other committees. Standing and other Committees of the Club shall be under the immediate direction of a chairperson, appointed by the President. Said Chairperson shall be under the supervision of the President, another Officer or Board member designated by the President.

Standing Committees. The following committees shall be the standing committees of the Club:

- a. **Nominating Committee.** The President shall appoint a nominating committee at least 45 days prior to the annual election of Directors and Officers. The committee shall be composed of a Chairperson, who shall be a member of the Board of Directors, and a minimum of two other members from the membership or a maximum of four other members from the membership, depending on Club size and advice of the Campus Advisor. The nominating committee shall present names for nomination to the membership, by mail or electronic means at least 15 days prior to the annual meeting. The membership may propose nominations from the floor.

Voting shall be done by secret, written ballot, passed out at the annual meeting. Members must be present to vote. Members or others who are not candidates for Director or Officer should do the counting of ballots. The Campus Advisor shall certify that the election was properly conducted and ballots counted properly. **(See Note below about the Nominating Committee)**

- b. **Publicity/Awards Committee.** This committee shall be responsible for such publicity as may be necessary to promote the activities of the Club on and off campus, editing and publishing the Club newsletter, if one exists; developing and maintaining the Club website, if one exists, publishing information to them membership about Club award nominations and making recommendations to the Board of Directors on nominees to receive Awards.
- c. **Program and Events Committee.** This committee shall be responsible for planning and implementing Club projects, programs, and events designed to further the purpose of the Club.

- d. MOAS Committee: This committee shall be responsible for planning and implement a Model Organization of American States (MOAS) General Assembly Forum, on Campus, in coordination with other campus Clubs in sponsoring a regional MOAS, or fielding a team to participate in the OAS MOAS in Washington, D. C.

Section 2.2 Other Committees. The President shall appoint such other committees as necessary to carry out the activities of the Club.

Appointing Committees:

The key to a successful committee—even with committed committee members and solid objective, is the chairperson. The smooth management and creative achievements of a committee are in direct relation to the chair's ability to lead and direct the committee's functions. An effective committee needs a chair who will accept responsibility while encouraging others to offer thoughts and recommendations on the committee's

It is the responsibility of the President to appoint the Chairpersons of the Club's committees. In some organizations the Chairperson is allowed to select the committee members. At least one Board member should serve on each functioning committee. The President should exercise care in appointing the Chairperson of a committee as this individual can either make or break the success of the committee and the service or function it is supposed to carry out. The Chairperson and committee members should be selected based on their interests, skills, and talents; and their **commitment** to do the work required by serving on the committee.

Note for Committee Chairpersons: Useful tips for a Committee Chairperson and Model Job Descriptions for Committee Chairperson and Committee members included in the Resource and Reference Section as Attachment I (1-3).

Useful planning tool for Chairperson and Committee members: A Project Planning Guide (PPG) is included in the Resource and Reference Section as Attachment I (4). Once the goals and objectives are established and assigned to a committee, then require the Committee Chairperson and the Committee to complete the PPG and submit it to the Board for approval. Using the Planning Guide is a practical tool that will be of immediate benefit in learning how to plan a project, major program, or event, and then measure the results. The principles contained in the guide will also be of benefit to members in their future years. **Note:** The PPG is not necessary for the Nominating Committee.

NOTE: The Nominating Committee only functions at such time as there are nominations for elections, nominating to fill a vacancy on the Board or Officer positions. For example:

1. An interim Nominating Committee is appointed by the “interim” president after the Club receives Campus approval as an authorized student organization. It is recommended that the “interim” President appoint a Chairperson and two other members. If possible the committee should be composed of members who will not be nominated for office.

2. This prevents a conflict of interest or the appearance of a conflict of interest. There should be an uneven number of members on the committee. Three is recommended. The committee determines who it will nominate for directors and officers at the first official election by the membership.
3. After the first official meeting of the Club, and each year after, the President appoints an official Nominating Committee. The Nominating Committee only needs to meet prior to the Annual meeting of the Club to consider nominees for Director and Officer positions and any nominations for Awards.
4. The only other time the committee may have to meet is if there is a resignation of a Director or Officer during the year. Then the committee meets and makes a recommendation to the Board of Directors. Vacancies are filled by the Board and do not require a vote of the membership.

SECTION 11

Volunteerism and Citizen Diplomacy

- **Service Learning –
Volunteerism: definition and benefits**
- **Citizen Diplomacy - definition and benefits**

SECTION 11-A

A. VOLUNTEERISM (SERVICE LEARNING)

B. CITIZEN DIPLOMACY

- **Definitions**
- **Student service learning (volunteering) and benefits**

OVERVIEW:

Definitions: Volunteerism-Service Learning
Citizen Diplomacy

A simple definition of “**Volunteerism**” is: someone who contributes time, effort, and talent to meet a need or further a purpose or mission, without being paid.

Service Learning: At a College or University the concept of volunteerism is woven into the concept of service learning. Learning through service (volunteering) is a way students can learn and enhance their personal growth and development outside the classroom through experience gained from their volunteer activity. One-way students engage in service learning is through approved student organizations. Student volunteerism (service learning) is discussed in the following text.

TIP: Any Student can *join* a student organization. Just being a member is not, in and of itself, volunteering, although it is voluntary. However, if the student becomes a member of the board of directors, an officer, chairperson a committee, serves on a committee or actively gives time to a project, does become a volunteer. To derive the best possible benefit from being a member of an organization, group, association, or student organization, a member has to actively participate.

Citizen Diplomacy: Citizen Diplomacy is discussed in Part B of this Section. Citizen Diplomacy is a one-to-one, person-to-person diplomacy and is a form of volunteerism that benefits both the persons engaged in diplomacy and their countries.

NOTE: Volunteerism is a powerful force that can generate great personal benefit, benefit for another person; a group, organization, governmental jurisdiction, law enforcement agency, a community, a state or province, and a country. More information about a brief history of Volunteerism and Volunteerism in the Americas is contained in the Resource and Reference Section as Attachment K.

A. Student Service Learning (“volunteerism”) and benefits to Students

Numerous research studies have been conducted, over many years, documenting the benefits of Service learning (volunteering) to students. Among the benefits reported by students, in various studies, students said they:

- felt they “made a difference” by participating in a community related volunteer project
- felt their critical thinking skills improved.
- gained new perspectives.
- achieved a higher sense of responsibility.
- felt it boosted their resume.
- experienced an increase in personal and social responsibility.
- experienced an increase in motivation and sense of purpose.
- experienced an increase in their sense of “well being.”
- felt less stress and depression and more life satisfaction.
- were able to forge more long term bonds.
- enhanced old skills and developed new ones with each new experience.
- learned about being an active citizen and how it benefited them and their country.
- experienced personal growth
- experienced an increase in their interpersonal and social development
- increased their networks
- reported they were more likely to treat each other more kindly, help each other, and caring to do their best.
- felt an increase in their self-esteem and self-worth
- their Grade point averages increased
- increased their communications skills
- increased their organizational skills

B. CITIZEN DIPLOMACY

You may or may not know that you are a Citizen Diplomat. You represent your country every time you interact with a person or group from another country. In essence you are a citizen diplomat of your country.

What is Citizen Diplomacy?

Citizen Diplomacy is the concept that the individual has the right, even the responsibility, to help shape the foreign relations of their country on a person-to-person level, 'one handshake at a time.'

Citizen diplomats can be students, teachers, athletes, artists, business people, humanitarians, adventurers or tourists. They are motivated by a responsibility to engage with the rest of the world to create a favorable impression for their country and engage in a meaningful, mutually beneficial dialogue with others whom they meet and/or interact.

Levels of Diplomacy

In general there are three tracks of Diplomacy. Track one diplomacy involves diplomats who represent their country in some official capacity. (An Ambassador, Consul General, Consul, or a citizen representing their country or a recognized organization by special appointment.

Track II are people who represent their country or a recognized international organization such as the United Nations or the Organization of American States (just to name two) in an unofficial capacity.

Track III are citizen diplomats who engage in a one-to-one, person-to-person, or one to a group, method of diplomacy.

Why is citizen diplomacy so important? In an era of increasing globalization, more and more people develop their most lasting impressions through face-to-face, personal encounters. **When students study in another country or visit another country, they are in essence representing their country.** People form impressions, about a country and its people, when meeting a student studying in a country other than the country of their origin, when someone travels to another country as a tourist or on business.

If you are a student from a host country or from another country of origin studying in the host country (country where your Campus is located) you are representing your country, whether you think you are or not.

You are a Citizen diplomat? When you...

- **LISTEN ... to others with compassion and an open mind**
- **LEARN ... about history, culture, and ways of life and thinking different from you own**
- **RESPECT ... people's rights to views and approaches other than your own**
- **EXPLORE ... other cultures and places with curiosity and openness**
- **ACT ... to understand, engage, and work with people from around the world**
- **EMBRACE ... a role as someone who can connect and make a positive difference in the global community**

Participating in your college or university Pan American Club provides a great opportunity to learn about and to hone your skills as a Citizen Diplomat.

A further learning experience is provided to members of the Club by participation in conducting a Model Organization of American States (OAS) General Assembly forum, either on Campus, on a regional basis with other college/university Pan American Clubs and/or by participating in the annual OAS, sponsored, Model OAS (MOAS) General Assembly forum at the OAS headquarters in Washington, D. C.

SECTION 12

Club Finances

- **Dues**
- **Fundraising**
- **Budget**
- **Bank Account**
- **Financial Report**
- **Sample Budget – income/expense statement**

FINANCIAL GUIDELINES

When establishing a Club, certain financial elements have to be taken into consideration. There are four basic elements to consider: Budget, Dues and Fundraising, income and Expense, Statement, Bank Account on student organization financial account (SOFA).

- A. **Dues and Fundraising:** At some point in time your club will need funds to carry out some of its programs and activities. Funds generally come from member's dues, grants, and other fundraising. The Board of Directors will need to determine the dues structure in consultation with the campus advisor. Whatever dues structure is agreed upon, the organizing group and the Board of Directors then must formally approve it when first starting the club. In later years the Board may vote to increase dues if necessary.
1. **Grants:** check to see if there are campus grants for student organization programs
 2. **Fundraising:** There are various other ways of raising money from the club. Examples:
 - a. Plan a Chapter fundraising breakfast. Make it a campus-wide event and add \$1-\$2.00 over and above the cost of the event. The additional money would go to the club.
 - b. Have a concession stand at a campus event or some community event.
 - c. Collect recipes, from student members and others, that are native to their country. They can be assembled into an inexpensive booklet and sold at various events to raise money. Another example is to add \$1 or some small amount, over and above the cost, to various programs or events, where an entrance fee is charged. The extra money is then used for club activities.
 - d. Ask club members for other ideas.
- B. **The Budget:** After the club is registered on campus, a dues schedule is agreed upon and a program of activities approved, the club should create a budget for the calendar year. The purpose of a budget is to reflect the financial priorities of the club. Once a budget is prepared and approved, by the Board of Directors, it fulfills several functions.
1. It provides a reference baseline for managing the financial affairs of the club or the financial aspects of a project, program, or event.
 2. It imposes financial discipline
 3. It determines if the effort is financially sound
- Budgets can be for long period of time or for shorter periods. A budget can be created for the club as a whole and for specific chapter projects. Sample budgets are included as an attachment to this section. The Campus Advisor can assist in establishing a budget. Also if your campus has a business school, faculty members or graduate students can provide assistance. The preparation of a budget provides an additional learning experience for those participating in it.
- C. **SOFA or Bank Account:** When the Club starts generating funds, from whatever source, it will need a student financial account on campus (SOFA) or a checking account at bank

or financial institution. The purpose of a bank account is so that the club will have an
D. account in which to deposit monies that the Club receives from dues and other sources.

At such time that a checking account is needed these steps should be following:

- If your campus does not have SOFA's, the leadership, with the advice and consent of the Campus Advisor, should decide on a bank or financial institution at which to open a checking account for the Club.
- A Board of Directors resolution has to be prepared authorizing the Club to open the account. This resolution is then presented to the bank or financial institution.
- The bank or financial institution will also have some paper work to be completed and signature cards to be signed.
- A decision needs to be made who will be allowed to sign on the accounts whether it is a SOFA or bank account. Generally it should be the Campus Advisor, the President, the Vice President and the Treasurer. Two signatures should be required on each check and the bank or financial institution should be instructed not to accept any checks with out two signatures. The purpose of two signatures is for the protection of the Club funds as well as for the protection of the people signing the checks. By two people signing it reduces chances for mis-handling of funds.

E. **Income and Expense:** An income and expense statement is a report that shows the income generated from various sources, the funds spent for various items, and if there is a surplus or deficit (profit or loss). An income and expense statement can be created for various periods, depending on the needs of the organization. For example. It can be generated monthly, quarterly, semi-annually or annual. Generally clubs do them on a monthly basis with a year-to-date total. This forms the basis for the Treasurer to give a financial report to the Board of Directors and the membership at the annual meetings. A sample financial statement is included.

Advice: The club would best be served by having a combined Budget/Income-Expense statement. A model income/expense statement form is included in this Section.

NOTES:

This format can be used for the Club's annual budget and the month-to-date and year-to-date income and expenses. It can also be used for a specific project, program or event. The Notes below are guidelines on how to use the format for each.

Annual Club Budget-Income/expenses

1. At the top of the page always insert the Club's name.
2. On the line under the name indicate the time period of the statement.
3. The next line indicates the cash on hand at the beginning of the year

4. The categories across the top of the page are arranged so that the income and expense for the month being reported can be recorded, then a year-to-date amount which is the cumulative amount of the preceding months.
5. The vertical amounts are set up to record the various categories of income and expenses, the surplus or deficit (profit or loss).
 - a. List all sources of income: example: dues, grant funds from events or other activities
 - b. List all expenses: example: printing, postage, food, beverages and other expenses
 - c. Subtract the expenses from the income. This will indicate whether there is a surplus or deficit (profit or loss).
6. The last column is for recording the ending cash position on a year-to-date basis.

Step-by-Step Guide for the Club Budget

1. Budget. If the Club is new, then it will be very difficult to estimate what the annual budget might be. It is recommended that the Board wait until the end of the first year before planning a budget for the second and succeeding years. By waiting for one year, the Board will have a better idea of the income categories and expense categories. Then a budget can be estimated for the next year. This should be about one or two months prior to the start of a new year and the budget should be approved by the board.
2. Once the budget is approved, the total amount of the annual budget can be entered in the column provided. It will not change unless the Board decided to revise the budget during the year.
3. The percentage (%) variance column is for recording the difference in the actual expenses at the end of the year and what the projected budget will be. The variance for each item will be a positive or a negative percentage.

Event or Program Budget:

1. When planning an event or program that will have income and expenses, it is a good idea to have the committee planning the event estimate what the income will be from
2. the event and the expenses, then enter the total budget figure. Once the event is over the actual income and expense can be
3. recorded and determination made as to whether the event or program broke even (income equaled expenses) or if the event made or lost money. There will be programs or events where there will not be any income, only expenses. The funds for the event may come from the Club's cash on hand. Or there will be times when items for the event might be donated or furnished by the Campus.

Useful Tip:

Recruit a member or members from your Campus business school or a student(s) studying accounting. They can help set up the Chapter budget and setting up the Club financial records.

SAMPLE BUDGET/INCOME-EXPENSE STATEMENT FORMAT

NAME CAMPUS: (COLLEGE/UNIVERSITY) PAN AMERICAN CLUB

BUDGET-INCOME/EXPENSE STATEMENT

(Insert the time period: month and year)

Example: October _____

Beginning Cash: \$

	Month to Date	Actual Budget Year to Date Actual	Budget
Income:	\$	\$	\$
Dues			
Grants			
Events			
xxxxx			
xxxxx			
Total Income:	\$		
Expenses:			
xxxxx			
xxxxx			
xxxxx			
xxxxx			
xxxxx			
Total Expenses:	\$		
Surplus or (Deficit)	\$		
Profit/(Loss)			
Ending Cash:	\$		

SECTION 13

Club Records

- **Importance**
- **Records to Keep**
- **Officer Transition Manual**

CLUB RECORDS

Why is it important to keep records?

Keeping records is important and benefits the Club in many ways:

- Records create a foundation for building a history of the Club over a long period of time.
- Records help the Club chart its progress
- Records help the Club leadership and members in setting goals/objectives and in future planning
- Records are a valuable reference and resource
- Meeting records are especially valuable. It is important to save minutes of meetings where an important vote or decision was made at these meetings and at times it might be necessary to refer back to see what transpired and what issues were approved or disapproved.

Keeping records benefits members:

- Learning the importance of records helps members develop a valuable skill that will be useful in future years in personal and career life.
- Learning how to develop records is a learning opportunity.

What records should the Club maintain on a permanent basis:

- Campus registration application
 - Letters from Campus officials approving the formation of the Club.
 - Constitution and Bylaws
 - Position/Job Descriptions of Board, Officers, Committee Chairperson, and Committee members.
 - Description of Committee structures and activities
 - Status reports on current and continuing projects
 - Evaluations of previous projects and programs
 - Meeting agendas and minutes
 - Resource and contact lists
 - Club membership lists
 - Financial records, budgets, copies of paid bills from events and activities
 - All correspondence
 - Copies of all News (Press) Releases
 - Copies of articles printed about the Club or its activities
 - Reports to Campus officials
 - Calendar of regular events and administrative deadlines
- 13 – 1
- Information important to the functioning of your Club

- Officers Transition Manual

Who keeps the records?

The Treasurer should keep the financial records. The Secretary should keep all other records.

Storing Records:

Records can be kept in file folders or be kept permanently on a CD-ROM or DVD. Records can also be kept into a manual for officers and transferred from outgoing officers to incoming officers.

Officers Transition Manual

Preparing an Officers Transition Manual is important in order to maintain the continuity of the Club and to assist incoming officers. The first elected officers will not have the advantage of receiving an Officers Transition Manual to guide them. However, officers who succeed them will be appreciative of the information that is passed along to them each year. Attachment J cover sheet has information on how to download a format for an Officers Transition Manual courtesy of the University of Kansas.

Useful tip: Keep accurate records in a responsible manner. Think of the leadership and members who will follow you once you have graduated or left the organization. If you were coming into a Club and accepting a position of responsibility, you would greatly appreciate having good records of what has previously taken place in the organization. There is an old saying: “Do unto others what you would have them to unto you.” Keep complete and accurate records that can be transferred to those who will follow you.

SECTION 14

Club Communications and Publicity

- **Communications with members**
- **Communications with others on campus**
- **Communications with the community**
- **Communication with the Pan American Association of Kansas City**

Communications is a very important element of a successful club. The leadership of a successful club communicates regularly with its members as well as with others who are important to the purpose and goals of the club. The information below will be useful information in determining with who to communicate, how to communicate and when.

Suggestions for communicating with the members of the Club

The leadership of the club should communicate with the members in some way, not less than monthly. The members need to be kept informed of club activities and other important information.

There are a number of ways to communicate with members of the club including:

- Monthly club meetings
- Posting letters to members containing notices or other information
- Creating a paper Newsletter and posting to members monthly
- Creating an online newsletter to send to members via email
- Creating a web site for club members to access

The Club leadership will have to determine which method or methods of communication work best for your membership. Generally it will be a combination of some of the suggestions above. The key is to communicate on a regular basis. Regular communication is an important factor in generating member enthusiasm and the retention of members in the Club. If they do not know about Club activities and if they don't participate then generally they will lose interest and drop their membership or they might not renew their membership the following year.

In the event the Club leadership choose to have either a paper newsletter or an online newsletter, then the President will need to appoint someone to be the editor of the publication and distribution to the membership. If the Club chooses to have a website, then a budget item must be created, funding secured, and someone appointed to develop and maintain the website.

Suggestions for communicating with others on the campus:

There will be times the Club will have programs or events to which it would be desirable to invite people, on the Campus, who are not members. Possible methods of communication include:

- Posting flyers on Campus bulletin boards about the event or program
- Sending flyers or invitations to other campus student and faculty organizations
- Sending a publicity release to the student campus newspaper
- Members passing out flyers at campus events
- Sending formal invitations to selected people

Suggestions for communicating with people in the community or others off campus

There will be times when it is of benefit for the Club to communicate news of some particular Club activity, event, or program with people in the surrounding community. One of the most effective ways of doing this is through the use of what is called a Press Release or sometimes a News Release. The Press Release is sent to local newspapers and Television Stations. There is no guarantee that they will use it. However, if the release contains newsworthy information, and is well written, either the print media (newspapers, magazines) and/or a television station might use it. Guidelines to writing an effective Press Release are contained in this Section. A sample Press Release form is also included.

The Club Publicity Committee should be assigned the task of making a list of all the local newspapers and Television stations in the community in which your campus is located. This information should be readily available in the Campus Public Affairs or the Campus Public Relations Office. The Campus Advisor can assist in making a contact with the appropriate campus office to get his information for the Club Publicity Chairperson. This is also a good source to get information about Campus publications.

Include the Pan American Association on your News (Press) Release at info@panamkc.org.

Publicity:

Publicity is important for your Club. Publicity gets recognition for the Club, it informs members, people on and off the Campus about Club activities, programs, and events. Articles in various publications also is a positive experience for members to read. It is also very beneficial in helping to recruit new members for your Club.

The Press Release or News Release is one of the most effective ways for an organization to generate publicity. The local newspaper along with local Television stations is still one of the best ways to get a message out to people in a local community. However, for a Press Release to be used it must be interesting, well written, and in the proper format. Newspaper and TV stations receive a massive amount of print information on a daily basis considered for publication. A Release that is not eye-catching, does not contain interesting news, or is poorly written, rarely gets the attention of an editor. This is also true for the Campus newspaper editor.

What is newsworthy?

Anything that is of importance for your CLUB, its members, supporters, and the people in the surrounding community may be newsworthy. Send out a Press Release when you elect officers, have a special program or event, or a fund raising event.

The Style and Presentation of a Press Release

A Press Release should always be typed. Use either 8.5 x 11 inch (20.32 x 27.94 centimeter) sheets of white paper or if the CLUB has formal stationery it can be typed on the stationary.

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If using a second sheet, use plain paper. Never send a release of more than two pages. If using plain white paper the print should start no less than 1.5 inches (approximately 3.81 centimeters)

from the top of the page. The left and right margins of the page should be at least 1.5 inches (approximately 3.81 centimeters). The bottom margin should be the same.

The Format of a Press Release

In the upper left-hand part of the page type the date you are sending the Release, then under it type the name and address of the Club. Below that type the Contact person with their name, phone number, and if they have an email address. This identifies the **Source** of the Press Release and if an editor or reporter needs more information, this is the person they will contact. This information should be typed in upper and lower case letters.

The **Release date** comes next. Drop down three lines below the contact information and type: FOR IMMEDIATE RELEASE. This tells the editors they can use the information immediately. If the event or program is very time sensitive, type in a specific date: FOR RELEASE ON (month, day or day and month) Example: FOR RELEASE ON SEPTEMBER _____. Type the release date in capital letters.

Next is the **Headline**. The Headline tells the editor what is the most important element of your story, without him/her having to read the whole press release. Remember, their time is at a premium, so make your headline to the point. Scroll down a couple of spaces from the Release line and type the headline in Upper and Lower case letters. For example: If a press release were being sent out announcing an annual Cultural Festival, the headline would read:

(Name of your club, college or university) Announces its annual Cultural Festival

If the press release were announcing the election of officers, the headline would read:

(Name of your club, college or university) Pan American Club announces election of Officers

Now comes the most important part of the Press Release. The first paragraph is called **“The Lead.”** It is the summary of what your news release is all about. The lead paragraph should never be more than three or four lines. It should always answer the questions: what, why, who, when, where and how, if that is important. For example:

The (name of your club, college or university) Pan American Club’s Cultural Festival featuring the music and dance of the countries (list countries) will be held from 7:00 p.m. to 9 p.m. on Sunday, April 20th at the (college or university) Student Center. The event is open to the public and tickets are \$_____.

Next comes the **Body Copy**: This explains the details about the event and goes into more detail about what, why, who, when where, how. Be very factual and concise. Do not use flowery language. Be specific and give the facts.

At the end of the release and centered across the page type four or five pound signs (#). This tells the reader it is the end of the copy.

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Useful Tip:

Campuses generally have a Public Affairs or Public Relations Office that can be a resource for advice on writing press releases and who to send them to in your local community, or there is resource information online about writing a press on news releases.

SAMPLE PRESS (NEWS) RELEASE

NEWS YOU CAN USE

NAME OF YOUR COLLEGE/UNIVERSITY PAN AMERICAN CLUB

(Type in Capital Letters)

3344 xxxxx, xxxxx, xx

(Club address in Upper and Lower case)

For Further Information Contact:

Xxxxxxxx

(Name of the person in the Club to be contacted for more information)

Xxxxxxxxxx

(Phone number of the Contact Person)

FOR IMMEDIATE RELEASE

LEAD: THREE OR FOUR LINES in Upper and Lower Case

Body Copy: A few paragraphs describing the event in Upper and Lower Case. Double space the copy and do not exceed two pages. Preferably the news release is on page to one and one half pages. Keep in mind the editors are very busy people. Don't overburden them. If they need more information they will have someone call the Club contact person.

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COLLEGE / UNIVERSITY

*PAN AMERICAN
CLUB*

**ORGANIZATION, LEADERSHIP,
&
OPERATIONS MANUAL**

APPENDIX

REFERENCE AND RESOURCE SECTION

ATTACHMENTS

- A. Model Constitution and Bylaws
- B. Model Officer and Board Position Descriptions
 - 1. Board of Directors
 - 2. President
 - 3. Vice President
 - 4. Secretary
 - 5. Treasurer
- C. Leadership
 - 1. Success/Failure Food For Thought
 - 2. Characteristics & Traits of Leadership
 - 3. Accepting Personal Responsibility
 - 4. Problem Solving Guidelines and Worksheet
- D. Membership
 - 1. Model Membership Application
 - 2. Model Membership Flyer
 - 3. Model new member Welcome Letter
 - 4. Model – Regular member certificate
 - 5. Model – Charter member certificate
 - 6. Model Awards Nomination Form
 - 7. Club Awards/Recognition: Example Certificates
 - 8. Guidelines for Networking and Netweaving
- E. Elections
 - 1. Election Guidelines
 - 2. Installing Directors and Officers
 - 3. Sample Oath of Office
 - 4. Installing Officer
 - 5. Installation process and procedures

F. Meeting Agendas

1. Model Membership meeting Agenda
2. Model Board meeting Agenda
3. Model Committee meeting Agenda

G. Guidelines for taking Minutes of meetings

H. Parliamentary Procedure

1. Robert's Rules of Order
2. Chart of Motions

I. Committees

1. Useful tips for a Committee Chairperson
2. Committee Chairperson – Job Description
3. Committee Member- Job Description
4. Project Planning Guide

J. Officer Transition Manual

REFERENCE AND RESOURCE SECTION

ATTACHMENT A

Model Constitution and Bylaws

COLLEGE/ UNIVERSITY PAN AMERICAN CLUB

MODEL CONSTITUTION AND BYLAWS

ARTICLE I

CLUB NAME, PURPOSE, AND MISSION

Section 1. Name. The name of the Club shall be known as the _____
Pan American Club. (Insert name of your College or University).

Section 2. Definitions: The above stated educational institution shall be referred to, hereinafter, as “Campus.” The Pan American Club shall be referred to hereinafter, as “**Club.**” Where the term “**Americas**” is referred to it shall mean the U. S., Canada, Mexico, Central America, South America and the Caribbean. The Organization of American States, hereinafter, shall be referred to as “**OAS.**”

Section 3. Club purpose and mission. The Club shall be a non-profit, non-partisan, non-denominational (religious) organization. The purpose and mission of the Club is to: (a) expand the knowledge and understanding of our members, and others, about the history, culture, political structure, and economies of the countries of the Americas, particularly member countries of the OAS, (b) to learn about the OAS, (c) help break down barriers and develop a greater understanding and tolerance of differing cultures and beliefs of peoples in the Americas which will contribute to building peace and prosperity, and (d) enhance personal growth, develop personal connections, build relationships, and form lasting friendships, among those sharing these interests, that will contribute to maintaining and building peace among the nations of the Americas. We will accomplish this through service-learning, “volunteer,” educational, social, cultural, and citizen diplomacy activities, including conducting and participating in a Model OAS General Assembly Forum

ARTICLE II

CAMPUS REGISTRATION AND CLUB ADDRESS

Section 1. Campus Registration. The Club shall be registered or chartered with the appropriate Campus authority.

Section 3. Club Address: The Club shall maintain a mailing address and other contact information, on campus, at such place as directed by the Club’s Campus Advisor.

ARTICLE III

CAMPUS ADVISOR

Section 1. Campus Advisor and Function. The Club shall select and have a designated Campus

Faculty or Staff Advisor who acts as an advisor and helps guide the Club. The Campus Advisor is required to fulfill such requirements established for student organizations by the Campus governing body. The Campus Advisor has an obligation to be familiar with the Campus rules and regulations governing the handling of all funds. The Campus Advisor shall also act as an advisor to the Club's Treasurer in all financial matters. The Campus Advisor shall be a co-signor on any Club Bank Account and co-signor of all checks issued by the Club. The Campus Advisor shall be an ex-officio member of the Club's Board of Directors. The role of the Campus Advisor shall be further be to help provide an educational experience for members of the Club and to act as a liaison for the Club with the Campus officials, in regard to any legal issues or any violations of Campus rules and regulations.

ARTICLE IV

CLUB MEMBERSHIP

Section 1. Membership Qualifications. The Club shall have a minimum of ten (10) members. Membership shall be open to all duly enrolled Campus students who meet Campus requirements for membership. Membership, programs, and activities shall be open to all currently enrolled students regardless of race, color, creed, sex, sexual orientation, age, national origin, ancestry, marital status, disability, Veteran status or political beliefs, who meet Campus requirements and who subscribe to the purpose and function of the Club.

Section 2. Composition of Membership. Membership is open to all enrolled students, however, to the extent possible and based on number of students enrolled, on Campus, from the countries of the "Americas", the membership of the Club shall not be single country oriented. To best accomplish the mission and purpose of the Club, the Club, to the extent possible, shall have member from at least three different countries of the Americas. Campus Students whose origin is not from a country in the Americas are eligible for membership if they subscribe to the purpose and function on the Club.

Section 3. Club Dues. The Club may establish its own annual dues in accordance with Campus Policies regarding Student Organization policies regarding dues.

ARTICLE V

CLUB MEMBERSHIP MEETINGS

Section 1. Annual Meeting. The Club shall hold an annual meeting to elect the Board of Directors and Officers. The President, or in his/her absence, a designated Club officer shall make a report of the activities and programs of the Club during the previous year, along with a report of the financial condition of the Club. A written copy of said report shall be distributed to all members. The Annual Meeting shall be held, either during the anniversary month in which the Club received its official Campus Charter or in January of every year.

Section 2. Regular Meetings, Programs, Events. Regular meetings of the Club shall be held at such time and place as shall be determined by the Board of Directors. There shall be a minimum of six (6) Club membership meetings, programs, events, or activities held during the course of the academic year.

Section 3. Special Meetings. Special meetings may be called by the President or by written petition of five members or one-third of the total membership, whichever is greater.

Section 4. Notice of Meetings. The date, time, and place of membership meetings shall be sent to each member by written notice via U. S. mail, telephone, or electronic means at least fifteen (15) days in advance of such meeting.

Section 5. Quorum and voting. Five members or one third of the total membership, whichever is greater, shall constitute a quorum for the transaction of business and an act of the majority of the members present, at which there is a quorum, shall be the act of the membership. Proxy voting or voting by absentee ballot shall not be allowed. Members must be present at any meeting of the Club in order to vote. If there is not a quorum at such meeting, then the only item of business that may be voted on is to adjourn the meeting. Every effort will be made to notify all members, of the Club, in advance, of any official membership meetings.

ARTICLE VI

ANTI HAZING AND SEXUAL HARASSMENT

Section 1. Anti-Hazing. The Club, nor any member, shall engage in Hazing. Hazing is strictly prohibited by law and Campus policy. Engaging in Hazing may result in prosecution by State authorities and disciplinary action by the Campus. Hazing is defined as any willful act, occurring on or off Campus of an educational institution, directed against a student or a prospective member of student organization operating under the sanction and approval of an educational institution, that recklessly endangers the mental or physical health or safety of a student or prospective member for the purpose of initiation or admission into or continued membership in any such organization. Acts of Hazing include, but are not limited to:

- a. Any activity that recklessly endangers the physical health or safety of a student, member, or prospective member, including but not limited to physical brutality, whipping, beating, branding, exposure to the elements, forced consumption of any food, liquor, drug, or other substance.
- b. Any activity that endangers the mental health of a student, member, or prospective member, including but not limited to sleep deprivation, physical confinement, or other extreme stress inducing activity.
- c. Any activity that requires a student, member, or prospective member to perform a duty or task which involves a violation of the criminal laws of this state or any political subdivision of this state.

Section 2. Sexual Harassment. It is the Club policy not to engage in sexual harassment. No member shall engage in sexually harassing another student or member of the Campus Faculty or Staff. Students engaging in such activity shall be subject to termination of membership by the Club, disciplinary action by the Campus, and/or disciplinary action under any applicable Federal or State law.

ARTICLE VII

BOARD OF DIRECTORS

Section 1. Board of Directors and Powers of the Board. The Club shall have an elected Board of Directors that comply with the provisions in the Sections of this Article. The Board of Directors shall have the power to manage the affairs and business of the Club. Members of the Board of Directors may serve as Chairpersons of Board Committees, sub-committees, or Club Committees. The Campus Advisor shall be an ex-officio, non-voting, member of the Board.

Section 2. Qualifications. Any member of the Club who is in good standing may be elected to the Board of Directors.

Section 3.. The Initial Board of Directors. The first Board of Directors, following the chartering of the Club on Campus, shall be the officers of the Club, as defined in Article VII, additional and shall consist of four (4) members. As soon as possible after receiving the official Campus registration, a Club organizational meeting of the members shall be held and the election of the Officer/Directors shall be ratified and recorded in the minutes of said meeting. The Directors and officers shall serve until the first annual meeting of the Club. The Campus Advisor shall be a permanent ex-officio, non-voting, member of the Board of Directors.

Section 3.1 Number of Directors. In the second year of the Club's registration with or chartering by the Campus, and thereafter, the Board of Directors may have up to nine (9) members based on the following : At such time as the Club achieves a membership of 20 members, the Board shall consist of seven (7) members, including the officers; at such time the Club achieves a membership of twenty-five (25) members or greater, the board shall consist of up to nine (9) members, including the officers. Should the Club fall below 25 members for two consecutive semesters, the membership may decide to reduce the number of board members accordingly at the next annual meeting.

Section 5. Qualifications. Any member of the Club may be elected to the Board of Directors. Each Director shall be a dues paying member at the time of nomination or election in accordance with Article IV, Section 3.

Section 6. Election and Term of Office: Directors shall be elected, by the membership, at the annual meeting of the Club. The term of office of the Board of Directors shall be for one year. Each director shall serve until his/her successor has been elected and qualified. A Director may re-elected but shall not serve more than two successive terms. Every effort will be made to notify all members of said election and, further, to reasonably accommodate the needs of all members desiring to participate.

Section 7. Meetings of the Board of Directors. The Board of Directors shall meet at the beginning of each academic year to plan the programs for the Club. The Board should meet at least three times during the year to review all Club activities and once prior to the annual meeting to prepare the year-end report. Other meetings of the Board shall be held as necessary.

Section 8. Special Meetings of the Board of Directors. Special meetings of the Board of Directors may be called by the President, or by a majority of the Directors. The person or persons authorized to call special meetings of the Board of Directors may fix any place on or off the Campus as the place for holding any such meeting of the Board of Directors called by them.

Section 9. Quorum and Voting: Upon registering or chartering the Club on Campus, a quorum for a Board meeting shall consist of three of the five members of the initial Board. From the second year forward, One third of the Board of Directors shall constitute a quorum for transaction of business at any meeting of the Board of Directors; provided that if less than one third of the Directors are present at said meeting, a majority of the Directors present may be commonplace and shall not be permitted. Each Director present shall be entitled to one (1) vote upon each matter submitted to a vote at any such meeting. Voting by proxy or absentee ballot shall not be permitted. A Director must be present at any regular or special meeting of the board to vote.

Section 10. Notice: Notice of a meeting of the Board shall be sent by an appropriate method at least fifteen (15) days in advance of said meeting. Notice of any special meeting shall be given at least ten (10) days in advance of a special meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted nor the purpose of any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting. Each Director present shall be entitled to one (1) vote upon each matter submitted to a vote at any such meeting. Proxy voting and absentee votes are not allowed.

Section 11. Removal/Vacancies: A Director may be removed by the membership, for good cause, upon the affirmative vote of a two-thirds (2/3) vote of the total membership of the Club at any regular meeting or special meeting of the membership. In the event of the removal of a Director, or in the event of the death or resignation of a Director, the membership may fill such vacancy or vacancies. A Director elected to fill a vacancy shall serve as such until the next annual meeting of the membership.

Section 12. Compensation: The Board of Directors shall not receive any compensation for serving on the Board.

ARTICLE VIII

OFFICERS

Section 1. Officers. The initial Officers of the Club shall be a President, Vice President, Secretary, and Treasurer. After the first year more than one Vice President may be elected, based on consultation with the Campus Advisor and on Club needs, in accordance with Section 7 of this Article. Officers shall not receive any compensation for serving as an Officer.

Section 2. Qualifications. Any person who is a member of the Club who has been elected to the Board of Directors may then be elected as an officer by the membership if they are in compliance with Campus Rules and Regulations regarding holding office in a Student Organization.

Section 3. Election and Term of Office. The Officers of the Chapter shall be elected by the membership at the annual meeting. Officers shall serve for a term of one year. The President and Vice President may not serve more than two successive terms.

Section 4. Removal/Vacancies. An Officer may be removed by the Board of Directors, for good cause, upon the affirmative vote of a two-thirds (2/3) vote of the total Board at any regular meeting or special meeting of the Board. In the event of the removal of an Officer, or in the event of the death or resignation of an Officer, the Board may fill such vacancy or vacancies. An Officer elected to fill a vacancy shall serve as such until the next annual meeting of the membership. An officer may only be removed for good cause.

Section 5. President. The President is the principal officer of the Club and shall have general supervision of the affairs of the Club subject to the authority of the Board of Directors. He/She shall preside over timely and orderly meetings of the Board and the Membership, assign duties to committee chairpersons and officers, ensure that the planning promotion & implementation of activities is proceeding a timely manner, attend any appropriate campus meetings for student organization officers, and in general shall perform all duties normally incident to the office of the President and such other duties as may be prescribed by the Board of Directors from time to time. She/He shall sign all official documents of the Club that are authorized by the Board. He/She may be a co-signor along with the Treasurer and Campus Advisor on the Club Bank Account. She/He shall appoint all committee chairpersons and be an ex-officio member of all committees. Educate his/her successor on the duties of the President.

Section 7. Vice President(s). The Vice-President(s), in the order of their election, shall preside over meetings in the absence of the President, assist the President in the responsibilities related to such office, consult with the President on a regular basis, and serve as Chairperson of at least one committee and attend any appropriate campus meetings for student organization officers. The Vice-President shall have such powers and discharge such other duties as may be assigned to him/her by the President, such as acting as overseer of various programs or activities. More than one Vice President may be elected, but no more than two. If more than one is elected they shall

be designated First Vice President and Second Vice President, based on the number of votes received. The First Vice President, may be designated President-Elect at the discretion of the membership. Educate their successors on the duties of the Vice President(s).

Section 8. Secretary. The Secretary shall attend all regularly scheduled meetings, record accurate minutes, including roll call; transcribe minutes of meetings within one (1) week of the meeting and send copies to members and the appropriate Campus office if required. The minutes of said meetings shall be in one or more notebooks and shall become part of the official records of the Club. The Secretary shall see that all notices are given of meetings and other notice requirements as contained in these Bylaws. Educate his or her successor on the duties of the office.

Section 5. The Treasurer shall be responsible, under the direction of the Board of Directors and in conjunction with the Campus Advisor, for all financial and business matters of the Club. Specific duties include:

- a. Attend all regularly scheduled meetings and attend any appropriate campus meetings for student organization officers
- b. Collection of membership dues, if any
- c. Collect and expend such other funds as may be received from time to time as approved by the Executive Committee and/or Board of Directors.
- d. Make deposits of the funds in the Clubs's financial account, as directed by the Campus Advisor and in conformance with Campus policies.
- e. Co-sign all checks or vouchers along with the Campus Advisor or other authorized person.
- f. Make regular financial reports, including budget balance, expenditures of funds, requisitions etc, to the membership and Campus officials as appro
- g. Abide by all Policies and Guidelines set down by the Campus regarding student organization finances.
- h. Keep the accounts and books which, at all times, must be open to inspection by Campus or any authorized auditor.
- i. Educate his/her successor in the duties and responsibilities of the Treasure and the procedures used in administering the Club's finances.

Failure to abide by campus financial policies resulting in probation or other reprimand may result in the revoking of the Club's Campus Registration or Charter.

ARTICLE IX

COMMITTEES

Section 1. Executive Committee. At the discretion of the Board of Directors, based on the needs of the Club, an Executive Committee may be formed. The Executive Committee shall be composed of the Officers of the Club along with the Campus Advisor as an ex-officio member. The President shall serve as Chairman of the Executive Committee. The Executive Committee

shall have all the necessary powers to carry out the affairs of the Club, in the absence of the Board, except they may not elect Directors or Officers and the Executive Committee may not expend any sum in excess of five hundred dollars (\$500) without the express advice of the Campus Advisor and approval of the Board of Directors. The President shall report on all actions taken by the Executive Committee at the next meeting of the Board of Directors and the Board shall ratify such actions. The Secretary shall keep the minutes of any Executive Committee meeting and a copy provided to the Board of Directors at its next meeting. The Executive Committee may determine by resolution the time and place of its meetings.

Section 2 – Standing and other committees. Standing and other Committees of the Club shall be under the immediate direction of a chairperson, appointed by the President. Said Chairperson shall be under the supervision of the President, another Officer or Board member designated by the President.

Section 2.1 Standing Committees. The following committees shall be the standing committees of the Club:

- e. Nominating Committee. The President shall appoint a nominating committee at least 45 days prior to the annual election of Directors and Officers. The committee shall be composed of a Chairperson, who shall be a member of the Board of Directors, and a minimum of two other members from the membership or a maximum of four other members from the membership, depending on Club size and advice of the Campus Advisor. The nominating committee shall present names for nomination to the Board of Directors and as Officers, to the membership, by mail or electronic means at least 15 days prior to the annual meeting. The membership may propose nominations from the floor. Voting shall be done by secret, written ballot, passed out at the annual meeting. Members must be present to vote. Members or others who are not candidates for Director or Officer should do the counting of ballots. The Campus Advisor shall certify that the election was properly conducted and ballots counted properly. If affiliated with the PANAM-KC, PANAM-KC shall be notified of those elected as Officer and Directors along with the appropriate contact information.
- f. Publicity/Awards Committee. This committee shall be responsible for such publicity as may be necessary to promote the activities of the Club on and off campus. The Committee is also responsible for making recommendations to the Board of Directors on nominees to receive Club awards.
- g. Program and Events Committee. This committee shall be responsible for planning and implementing Club projects, programs, and events designed to further the purpose of the Club.

- h. MOAS Committee: This committee shall be responsible for planning and implement a Model Organization of American States (MOAS) General Assembly Forum, on Campus, in coordination with other campus Clubs in sponsoring a regional MOAS, or fielding a team to participate in the OAS MOAS in Washington, D. C.

Section 2.2 Other Committees. The President shall appoint such other committees as necessary to carry out the activities of the Club.

Section 3. Duties of the Committee Chairperson. The Chairperson shall be responsible for: recruiting committee members; overseeing the committee's work, and ensuring that the assigned goal, project, program, event or activities are accomplished. The Chairperson shall also be responsible for preparing the Club's Project Planning Guide for presentation and approval of the Board of Directors or the Executive Committee, as appropriate, and completing the follow up report at the conclusion of the project, program, event, or activity, for the permanent Club records.

ARTICLE X

CONDUCT OF MEETINGS

Section 1. Rules for Conducting Meetings: All meetings of the Membership, the Board of Directors and Chapter committees, whether a regular or special meetings shall be conducted in accordance with the most recent edition of Robert's Rules of Order.

ARTICLE XI

FINANCIAL RECORDS, CONTRACTS, LOANS, CHECKS, AND DEPOSITS

Section 1. Contracts: The Club, with the advice and consent of the Campus Advisor, and with a majority vote of the Club's Board of Directors, may enter into a Contract, in the name of the Club, with the Campus, or with an individual, organization or company, for any required services or program needs. However, in the event the Club contracts for any services, the Club is responsible for payment of any services or products it receives.

Section 2. Loans. No loans shall be contracted for on behalf of the Club and no evidence of indebtedness shall be issued in its name.

Section 4. Checks. All checks, Money orders for the payment of money in the name of the Club shall have two authorized signatures.

Section 5. Deposits of Funds: All funds of the Club shall be deposited from, time-to-time, in a bank so designated by the Campus Advisor and approved by a majority vote of the Board of Directors.

Section 6. Financial Records: The financial records of the Club shall be kept up to date and open to inspection of the Campus auditor.

ARTICLE XII

REVOCATION OF CAMPUS CHARTER, DISSOLUTION OF THE CLUB

Section 1. Notice of Probation or Revocation

Enter language that is in compliance with your Campus policies for Student Organizations

Section 2. Reinstatement.

Enter language that is in compliance with your Campus policies for Student Organizations

Section 3. Dissolution of the Club. If the Club is dissolved as a result of the Campus issuing a directive dissolving the Club or if the membership votes to dissolve the Club, any assets of the Club shall accrue to the Campus.

ARTICLE XIII

AMENDMENTS

Section 1. Amendments. This Constitution and Bylaws may be amended by a two-thirds vote of the total membership, at any regular or special, meeting of the membership called for that purpose. A notice to the membership, containing any proposed amendments, shall be sent least thirty (30) days prior to any such meeting. Prior to submitting Amendments to the membership, a detailed description of the desired amendments shall be submitted for approval to the appropriate Campus office or Campus Student Governing Association.

This Constitution and Bylaws were adopted by a duly called meeting of the membership on:

_____ 20 ____.

Signed;

Printed name of Club Secretary:

Signature

WITNESSED BY:

Printed Name of Campus Advisor

Signature

ATTACHMENT B

Model Officer and Board Position Descriptions

- Board of Directors
- President
- Vice President
- Secretary
- Treasurer

POSITION DESCRIPTION – BOARD OF DIRECTORS

Position: Board of Directors

Report to: Designated Officer

Responsible to: The Membership

Ex-Officio member, without vote: Campus Advisor

The Club shall have an elected Board of Directors. The Board of Directors shall have the power to manage the affairs and business of the Club. Members of the Board of Directors may serve as Chairpersons of Board Committees, sub-committees, or Club Committees. The Campus Advisor shall be an ex-officio, non-voting, member of the Board. (Excerpt from Article VII of the Constitution/Bylaws)

Specific duties and responsibilities: The Board of Directors shall have the power to manage the affairs and business of the Club. Specific duties and responsibilities of Board members:

- Be familiar with Campus Rules and Regulations for Student Organizations
- Be in compliance with any Campus requirements to serve on a Student Organization Board of Directors, Officer Position, and Committees.
- Be familiar with the Club's Constitution and Bylaws.
- Pay required annual Club dues.
- Ensure that the Club operates within the provisions of its Constitution and Bylaws and in compliance with Campus policies for Student Organizations.
- Ensure that there are a minimum of four Board meetings during the year.
- Faithfully attend required Board and special meetings of the Board.
- Participate in annual planning of goals and objectives and year- end review
- Attend Club meetings, programs, and activities.
- Establish dues and ensure the Club operates in a sound financial manner.
- Chair or serve on a minimum of one Club committee, but not more than two.
- Assist in recruiting and retaining members.
- Promote the Club on and off-campus

Position: President

Reports to: The Board of Directors and the membership

The President is the principal officer of the Club and shall have general supervision of the affairs of the Club subject to the authority of the Board of Directors. He/She shall preside over timely and orderly meetings of the Board and the Membership, assign duties to committee chairpersons and officers, ensure that the planning promotion & implementation of activities is proceeding a timely manner, attend any appropriate campus meetings for student organization officers, and in general shall perform all duties normally incident to the office of the President and such other duties as may be prescribed by the Board of Directors from time to time. She/He shall sign all official documents of the Club that are authorized by the Board. He/She may be a co-signor along with the Treasurer and Campus Advisor on the Club Bank account. She/He shall appoint all committee chairpersons and be an ex-officio member of all committees. Educate his/her successor on the duties of the President. (Excerpt from the Constitution/Bylaws)

Specific duties and responsibilities: The President is the principal officer of the Club and shall have general supervision of the affairs of the Club subject to the authority of the Board of Directors. The President shall:

- Be familiar with the Club's Constitution and Bylaws and Campus Student Organization policies and regulations and academic requirements for serving as an Officer.
- Be the official spokesperson for the Club.
- Carry out all responsibilities in an enthusiastic manner.
- Be an inspiration to all members.
- Consult with the Campus Advisor on a regular basis.
- Appoint all committee chairpersons and serve as an ex-officio member of all committees
- Represent the Club and speak on occasions to on and off campus groups.
- Be familiar with the procedures for conducting and facilitating meetings.
- Preside over timely and orderly regular and special meetings of the, Executive Committee, (if any), Board and the membership.
- Lead the effort in planning annual goals and objectives.
- Ensure the Club maintains a focus on its purpose and mission and that the planning, implementation, and promotion of Club activities is proceeding a timely manner
- Attend any appropriate campus meetings for student organization officers,
- Sign all official documents of the Club that are authorized by the Board.
- Co-sign checks along with the Treasurer and Campus Advisor on the Club financial account, as required.
- Ensure regular communication to the members about Club programs, meetings, projects, and activities.
- Delegate duties; share responsibilities with other officers and committee chairpersons. Create, or causes to create, an Officer Transition Manual to help educate his/her successor on the duties of the President and about Club activities.

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POSITION DESCRIPTION – VICE PRESIDENT

Position: Vice President

Reports to: The President

The Vice-President(s), in the order of their election, shall preside over meetings in the absence of the President, assist the President in the responsibilities related to such office, consult with the President on a regular basis, and serve as Chairperson of at least one committee and attend any appropriate campus meetings for student organization officers. The Vice-President shall have such powers and discharge such other duties as may be assigned to him/her by the President, such as acting as overseer of various programs or activities. More than one Vice President may be elected, but no more than two. If more than one is elected they shall be designated First Vice President and Second Vice President, based on the number of votes received. The First Vice President, may be designated President-Elect at the discretion of the membership. Educate their successors on the duties of the Vice President(s). (Excerpt from the Constitution/Bylaws)

Specific duties and responsibilities: The Vice-President(s), in the order of their election, shall:

- Be familiar with the Club's Constitution and Bylaws and Campus Student Organization policies and regulations and academic requirements for serving as an Officer.
- Be familiar with the Bylaws provisions of the office of Vice President.
- Be familiar with the procedures for conducting and facilitating meetings.
- Preside over timely and orderly meetings of the, Executive Committee, (if any), Board and the membership in the absence of the President.
- Attend all regular and special meetings of the Board and the membership.
- Assist the President in the responsibilities related to such office
- Consult with the President on a regular basis, a
- Serve as Chairperson of at least one committee
- Attend any appropriate campus meetings for student organization officers.
- Help educate a successor in the duties of the Vice President

Position: Secretary

Reports to: The President

The Secretary shall attend all regularly scheduled meetings, record accurate minutes, including roll call; transcribe minutes of meetings within one (1) week of the meeting and send copies to members and the appropriate Campus office if required. The minutes of said meetings shall be in one or more notebooks and shall become part of the official records of the Club. The Secretary shall see that all notices are given of meetings and other notice requirements as contained in these Bylaws. Educate his or her successor on the duties of the office. (Excerpt from the Constitution/Bylaws).

Specific duties and responsibilities:

The Secretary shall:

- Attend all regularly scheduled and special meetings of the Executive Committee, (if any), Board and membership meetings.
- Be responsible for taking and keeping minutes of each meeting of the Board and membership.
- Create a system to collect, store, and retrieve all non-financial information for the Club.
- Sign the minutes of all regular or special meetings of the Executive Committee, the Board, and the membership.
- Cooperate with the Treasurer in maintaining a current membership list with contact information.
- Provide copy of the current membership list to the Board of Directors and in particular the President and Treasurer.
- Assist the President in calling members for meeting attendance if required.
- Act as Historian for the Club.
- Edit the Club newsletter, if assigned by the President
- Set up files for:
 - Signed copies of any formal notices to the Board or membership
 - Signed copies of the minutes of Board and Membership meetings
 - Minutes of Committee meetings
 - Permanent legal documents such as the Constitution/Bylaws, Official Campus Registration documents and other such documents
 - Any written correspondence
 - Hard copies of all newsletters, brochures, articles that appear about the Club in Campus newspaper or other media
 - Membership lists
 - Other files of the Club that should be kept.

Position: Treasurer

Reports to: The President

(Excerpt from the Constitution/Bylaws): The Treasurer shall be responsible, under the direction of the President and Board of Directors; and in consultation with the Campus Advisor, for all financial and business matters of the Club.

Specific duties and responsibilities: The Treasurer shall;

- Abide by all Policies and Guidelines set down by the Campus regarding student organization finances.
- Attend all regularly scheduled meetings and attend any appropriate campus meetings for student organization officers.
- Work with the Board in developing an annual budget
- Keep accurate financial records
- Send notices and collect membership dues.
- Collect and expend such other funds as may be received from time to time as approved by the Executive Committee and/or Board of Directors.
- Make deposits of the funds in the Club's account, as directed by the Campus Advisor and in conformance with Campus policies.
- Co-sign all checks along with the Campus Advisor or other authorized person.
- Make regular financial reports, including budget balance and expenditures of funds, to the Board, the membership, and Campus officials as appropriate.
- Keep the accounts and books which, at all times, must be open to inspection by Campus or any authorized auditor.
- Educate his/her successor in the duties and responsibilities of the Treasurer and the procedures used in administering the Club's finances.

Failure to abide by campus financial policies resulting in probation or other reprimand may result in the revoking of the Club's Campus Registration or Charter.

Note: If your Campus does not have Student Organization Financial Accounts, work with the Campus Advisor on establishing a bank account at a local bank.

ATTACHMENT C

Leadership

- Success/Failure Food For Thought
- Characteristics & Traits of Leadership
- Accepting Personal Responsibility
- Problem Solving Guidelines and Worksheet

SUCCESS/FAILURE

Food for Thought

The follow discussion will provide members with some food for thought that can be useful in leading and managing the Club's operations and for use by members in their personal or career lives.

Success can be defined in many ways and means different things to different people. Success doesn't always mean achieving wealth. A person or organization can be successful in many different ways, depending on how an organization or person defines success. There are many people who are successful in what they do, but do not attain great wealth by doing it.

A general definition of "success:"

- (a) accomplishment of an aim (a goal or objective) or purpose
- (b) achievement of a favorable or desired outcome
- (c) attainment of wealth, honors, position, popularity

Failure can be defined in many ways and has different meanings to different people. Failure can also be by degrees. Many people are paralyzed by a fear of failure. Failure isn't always fatal, people and organizations can learn from a particular failure. And, because an organization or a person fails in one particular aspect, doesn't mean the organization or the person is a "failure." There is an old saying "anyone who hasn't made a mistake is not doing anything." In other words if you are not engaged in life, a relationship, a activity, an organization, a career, or a job, then you are just existing and not living. Anyone who is living has and will make mistakes and suffer some degree of failure at some expectation they have. There is another old saying: "a turtle can't cross the road without coming out of its shell." In other words, the turtle can cross the road if it comes out of its shell and takes steps to get across the road. It also takes risks in that it might get run over by a vehicle, but it can reach its goal of crossing the road, unless it takes the risk.

A general definition of "failure:"

- (a) not fully or partially achieving desired ends (aims) goals, expectations or purpose
- (b) not performing a duty or responsibility, or not performing effectively
- (c) deficient or lacking

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Useful quotation: "We should regret our mistakes and learn from them, but never carry them into the future with us." Lucy Maud Montgomery - *Internationally acclaimed Canadian Author.*

SUCCEEDING IN A POSITION, JOB, OR TASK

Generally speaking a person will succeed in a position, job, or task in a volunteer organization or club, in a career, or job if they:

1. Know what is expected from the position, job, or task. This is generally accomplished with a Position, Job, or Task description which clearly states what the position, job, or task description.
2. They know how to do what is expected, either from previous training, experience, current training, or from someone who mentors them.
3. Their desire or ability to perform the duties and responsibilities is not impaired by someone or something, either internally or external.

Note: A person's positive attitude, natural or acquired skill level, and knowledge contribute to success in any situation. See below "Attitude, Skills, and Knowledge."

FAILING IN A POSITION, JOB, OR TASK

Generally speaking failure is the opposite of what is required to succeed. A person fails in a position, job, or task in a volunteer organization or club, in a career, or job if they:

1. Don't know what to do. They have not been provided with clearly defined duties and responsibilities of a position, job, or task.
2. They don't know how to do what is required. They have no previous experience or training in what is required, the organization/club does not provide guidelines or training, or someone to mentor them. They lack the skills to do the job.
3. Someone or something interferes with their desire or ability to perform the duties and responsibilities. That someone or something might be internally or externally caused.

Practical example: A member is appointed as chairperson of a Club committee. The person is not given a clearly defined, written, description of what the duties and responsibilities of the Chairmanship is. You can readily see the person might well flounder and failure in that position;

Or let's assume the person has been given clearly defined duties and responsibilities, but they have no experience in ever chairing a committee and they haven't been given any guidelines, training, or mentor assistance on how to recruit committee members and how to accomplish the assignment, what resources might be needed and so forth. You can clearly see that this person would flounder and most likely fail to perform at the expected level;

Or let's assume that the person has been given clearly defined, written, duties and responsibilities, they know what and how to carry them out, but they have a personality conflict with someone in the leadership or committee members that is such that it interferes with their

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desire or ability to carry out the job they have been assigned. Or, perhaps the resources necessary cannot be assembled. There are many internal reasons why someone might interfere with desire

or ability. External factors might include an overloaded academic schedule, sickness, something in their personal life or relationships outside the Club or other factors.

A person's negative attitude, skill level, or lack of knowledge can contribute to failure in any situation.

GENERAL TRAITS THAT CONTRIBUTE TO SUCCESS IN ANY AREA

ATTITUDE, SKILLS, AND, KNOWLEDGE

Note: where used below the term “organization” means a club, an association, a society, a business or institution”

Attitude: general defined as:

- (a) a settled way of thinking or feeling, typically reflected in a person's or organization's behavior
- (b) a manner, disposition or position by a person or organization
- (c) a tendency to respond positively or negatively toward a certain idea, object, position, person, or position

Success in any situation, organizationally, personally, or in a career/job/task is largely influenced by a person's attitude. If a person projects a positive attitude then their chances of success in any endeavor is greatly enhanced. There is an old saying “ attitude depends on attitude.” In other words the degree to which you or an organization attains something depends on the degree of your attitude toward the aim, goal, or purpose.

“**Enthusiasm**” is a also factor in a positive attitude:

- Great excitement, interest, belief or in an aim, purpose, subject, cause

Useful quotations:

“You can do anything with enthusiasm”

Russ Fearon, *Canadian Entrepreneur*

“Enthusiasm is everything. It must be taut and vibrating like a guitar string?

Pele, *Brazilian Soccer (football) star athlete*

“ Enthusiasm is the Mother of effort and without it nothing ever great was achieved”

Ralph Waldo Emerson, *US Poet*

Skill(s): generally defined as:

- (a) the ability, coming from one's knowledge, practice, experience, training, talent, to do something well
- (b) competent excellence in performance, proficiency, expertise
- (c) to know how to do something well

Success in an organization, career/job/task, is influenced by the degree of a person's skill level. A person may have natural or learned skills. Skills do not only apply to technical applications but to inter-personal skills in developing and maintain relationships, knowing how to motivate, inspire other, or management skills.

Knowledge: generally defined as:

- (a) information and skills acquired through education or experience
- (b) acquaintance with truths, principles, facts
- (c) an understanding developed from a combination of factors

Success in an organization, career/job/task is also influence by the degree of knowledge a person either has or acquires about an organization, aims, and purposes.

Useful quotation: "Education is intellectual travel- go out and explore the world with your own mind and eyes." Geraldine Kenney-Wallace, Canadian Scientist.

“Managers are people who do things right, while leaders are people who do the right thing.” – Warren Bennis, Ph.D. *On Becoming a Leader*

BUILDING EXCELLENCE

Leaders do not command excellence, they build excellence. Excellence is "being all you can be" within the bounds of doing what is right for your organization. To reach excellence you must first be a leader of character. You must do everything you are supposed to do. An organizations will not achieve excellence by figuring out where it wants want to go, then having leaders do whatever they have to in order to get the job done, and hope that along the way those leaders acted with good character. That way is backwards. Pursuing excellence should not be confused with accomplishing a job or task. When you do planning, you do it by backwards planning. But you do not achieve excellence by backwards planning. Excellence starts with leaders of character who engage in the entire process of leadership. And the first process is being a person of honorable character.

"Waste no time arguing what a good man should be. Be one." - Marcus Aurelius

Character develops over time. Many think that much of character is formed early in life. However, nobody knows exactly how much or how early character develops. But, it is safe to claim that character does not change quickly. A person's observable behavior is an indication of her character. This behavior can be strong or weak, good or bad. A person with strong character shows drive, energy, determination, self-discipline, willpower, and nerve. She sees what she wants and goes after it. She attracts followers. On the other hand, a person with weak character shows none of these traits. She does not know what she wants. Her traits are disorganized, she vacillates and is inconsistent. She will attract no followers.

A strong person can be good or bad. A gang leader is an example of a strong person with a bad character, while an outstanding community leader is one with both strong and good characteristics. An organization needs leaders with strong and good characteristics, people who will guide them to the future and show that they can be trusted.

"Courage - not complacency - is our need today. Leadership not salesmanship." - John F. Kennedy

To be an effective leader, your people must have **trust** in you and they have to be sold on your vision. Korn-Ferry International, an executive search company, performed a survey on what organizations want from their leaders. The respondents said they wanted people who were

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ethical and who convey a strong vision of the future. In any organization, a leader's actions set the pace. This behavior wins trust, loyalty, and ensures the organization's continued vitality. One

of the ways to build trust is to display a good sense of character. Character is the disposition of a person, made up of beliefs, values, skills, and traits (U.S. Army Handbook, 1973):

Beliefs are the deep-rooted beliefs that a person holds dear. They could be assumptions or convictions that you hold true regarding people, concepts, or things. They could be the beliefs about life, death, religion, what is good, what is bad, what is human nature, etc.

Values are attitudes about the worth of people, concepts, or things. For example, you might value a good car, home, friendship, personal comfort, or relatives. These are important because they influence your behavior to weigh the importance of alternatives. For example, you might value friends more than privacy.

Skills are the knowledge and abilities you gain throughout life. The ability to learn a new skill varies with each individual. Some skills come almost naturally, while others come only by complete devotion to study and practice.

Traits are distinguishing qualities or characteristics of a person, while character is the sum total of these traits. There are hundreds of personality traits, far too many to be discussed here. Instead, we will focus on a few that are crucial for a leader. The more of these you display as a leader, the more your people will believe and trust in you:

TRAITS OF A GOOD LEADER

Compiled by the Santa Clara University and the Tom Peters Group:

Honesty - Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust in your people.

Competent - Your actions should be based on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.

Forward-looking Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.

Inspiring - Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire your people to reach for new heights. Take charge when necessary.

Intelligent - Read, study, and seek challenging assignments.

Fair-minded - Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.

Broad-minded - Seek out diversity.

Courageous - Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.

Straightforward - Use sound judgment to make a good decision at the right time.

Imaginative - Make timely and appropriate changes in thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems.

“Retreat Hell! We’ve just got here!” – Attributed to several World War I Marine Corps officers, Belleau Wood, June 1918 (key ideal – take a stand)

PERSONAL LEADERSHIP

Why Personal Leadership? Personal Leadership extends beyond the traditionally western conception of leadership, one which often leaves us thinking of leadership as some constellation of behaviors belonging only to those with formalized positional power. At the same time, however, a commitment to practicing Personal Leadership is a valuable platform for the process of effectively leading others. This is especially true if as a leader you are working with people from diverse cultural backgrounds and/or are leading through situations of constant change.

Personal Leadership also extends beyond what some might consider a more eastern approach to leadership, that is, controlling and subjugating personal experience and keeping private true feelings in order to conform to group norms and better serve the whole. Here again, however, Personal Leadership offers those who have a strong commitment to group relations a tangible practice through which to consider their behaviors in the context of group development. This is especially true when the group is comprised of people with diverse cultural (be they national, ethnic, racial, religious, etc.) orientations.

In sum, then, Personal Leadership is called ‘Personal Leadership’ because it is about taking leadership of our selves—of our own experiences, of our own cultural programming and habituation as we interact with others in both our personal and professional lives. In this way we are able to access higher levels of learning and insight, mutual collaboration, and creativity in situations of cultural difference.

A Way of Being

Personal Leadership is a state of mind, of heart, and of body. By this we mean that the methodology of Personal Leadership is more than an intellectual exercise. It describes a way of being and of interacting with the world that begins from the “inside out,” and that asks us to be fully present in our lives, awake to our habitual behaviors, and willing to look at every situation

with fresh eyes, with “beginner’s mind.” To be effective across cultural difference requires exactly this quality of personal and professional commitment.

In practicing Personal Leadership we are asked to disentangle internal experience from external circumstance, recognizing that we are the creators of the former and not mere reactors to the latter. When we feel offended (or annoyed, confused or frustrated) by what someone else has or has not done, has or has not said, the principles and practices of Personal Leadership help us pause; they help us cultivate a critical space between our immediate and righteous sense of offense and what our automatic reaction might have been. In the critical space of such a pause, however momentary, we can discern the most effective way to proceed. What we then say or do, or even don’t say or do, is now much more likely to be an effective expression of our intercultural competence.

In the Context and Complexity of Difference

Most of us live lives filled with the experience of difference.

We live and work with people whose national, racial, and ethnic backgrounds are different from our own; who have different religious or political or sexual orientations; who are from different professional or vocational arenas; who have different physical abilities or socio-economic supports; or are of a different age or gender than are we. These ‘external’ differences bring with them ‘internal’ differences of values, beliefs, and behaviors, all of which render our daily interactions enormously complex.

Difference also appears in our lives when we move to a new country or community, start a new project, start a new relationship—any time we are engaged in transition and are confronted by the new and unfamiliar.

Personal Leadership exists for the expressed purpose of helping you step directly into, discover, and then leverage the creative potential inherent in all such experiences of difference.

A Framework

Personal Leadership is a framework, or a methodology, consisting of two principles and six practices. Its purpose is to help us access higher levels of learning and insight, mutual collaboration, and creativity in situations of cultural difference. In short, Personal Leadership is designed to help us do better, and even ‘our best,’ when we are interacting with people, places, or projects that are new and unfamiliar to us.

The Roots of Personal Leadership

Personal Leadership brings together these perspectives in our belief that a choice for self-reflection, self-development and creative collaboration is present in all moments made especially vibrant by the differences in values, world-views and behaviors of those involved. Making this choice for intentional engagement can unlock transformative possibilities for one and for all.

What is Personal Leadership?

Personal Leadership is a state of mind and heart. Consisting of two principles and six practices, it is about taking leadership of our own experience. As such, it is not about leadership in the traditional Western sense of leading others – yet it certainly has relevance in that regard.

Personal Leadership describes a way of being and of interacting with the world that begins from the "inside-out." It asks us to be fully present in our lives, awake to habitual behaviors, and willing to look at every situation with fresh eyes. Personal Leadership offers the possibility of a creative and inspiring relationship to work, family, friends, and colleagues—to everything we do.

Personal Leadership means sustaining a commitment to deepen our personal and professional capacities. It asks us to disentangle internal experience from external circumstance, recognizing that we are the creators of the former and not the victims of the latter. Practicing Personal Leadership encourages us to recognize that every situation - every new experience, every challenging encounter, every joy and every sorrow - can serve us in both exploring and fulfilling the purpose of our lives.

Personal Leadership is based on many long-standing philosophic traditions as well as contemporary disciplines. The genesis of the ideas and practices of Personal Leadership can be found within spiritual doctrine taught throughout the ages.

Foremost among the contemporary disciplines which inform the framework of Personal Leadership are those of intercultural communication and leadership development. Indeed, practicing Personal Leadership returns “interculturalists” to the attentional mode by which the field began, a process of learning through self-as-instrument. It helps people who live and work across cultures "walk their talk" and turn theory into practice. Similarly, Personal Leadership helps organizational leaders cultivate the emotional intelligence and behavioral styles asserted as fundamental by today's leadership literature. Also lending their influence to Personal Leadership are the fields of adult education, whole person self-development, and the biological sciences. In sum, Personal Leadership offers a new and very practical integration of what might be called ageless ideas.

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ACCEPTING PERSONAL RESPONSIBILITY

By Jake Lawson

Content

What is accepting personal responsibility?

How can failing to accept personal responsibility result in negative consequences?

What do people believe who have not accepted personal responsibility?

What behavior traits need to be developed in order to accept personal responsibility?

What are the steps in accepting personal responsibility?

What is accepting personal responsibility?

Accepting personal responsibility includes:

- * Acknowledging that you are solely responsible for the choices in your life.
- * Accepting that you are responsible for what you choose to feel or think.
- * Accepting that you choose the direction for your life.
- * Accepting that you cannot blame others for the choices you have made.
- * Tearing down the mask of defense or rationale for why others are responsible for who you are, what has happened to you and what you are bound to become.
- * The rational belief that you are responsible for determining who you are, and how your choices affect your life.
- * Pointing the finger of responsibility back to yourself and away from others when you are discussing the consequences of your actions.
- * Realizing that you determine your feelings about any events or actions addressed to you, no matter how negative they seem.
- * Recognizing that you are your best cheerleader; it is not reasonable or healthy for you to depend on others to make you feel good about yourself.
- * Recognizing that as you enter adulthood and maturity, you determine how your self-esteem will develop.
- * Not feeling sorry for the "bum deal" you have been handed but taking hold of your life and giving it direction and reason.
- * Letting go of your sense of over responsibility for others.
- * Protecting and nurturing your health and emotional well-being.
- * Taking preventive health oriented steps of structuring your life with time management, stress management, confronting fears and burnout prevention.
- * Taking an honest inventory of your strengths, abilities, talents, virtues and positive points.
- * Developing positive, self-affirming, self-talk scripts to enhance your personal development and growth.
- * Letting go of blame and anger toward those in your past who did the best they could, given the limitations of their knowledge, background and awareness.
- * Working out anger, hostility, pessimism and depression over past hurts, pains, abuse, mistreatment and misdirection.

How can failing to accept personal responsibility result in negative consequences?

When you have not accepted personal responsibility, you can run the risk of becoming:

- * Overly dependent on others for recognition, approval, affirmation and acceptance.
- * Chronically hostile, angry or depressed over how unfairly you have been or are being treated.
- * Fearful about ever taking a risk or making a decision.
- * Overwhelmed by disabling fears.
- * Unsuccessful at the enterprises you take on in life.
- * Unsuccessful in personal relationships.
- * Emotionally or physically unhealthy.
- * Addicted to unhealthy substances, such as the abuse of alcohol, drugs, food or unhealthy behavior such as excessive gambling, shopping, sex, smoking, work, etc.
- * Over responsible and guilt ridden in your need to rescue and enable others in your life.
- * Unable to develop trust or to feel secure with others.
- * Resistant to vulnerability.

What do people believe who have not accepted personal responsibility?

- * It's not my fault I am the way I am.
- * I never asked to be born.
- * Now that you have me, what are you going to do with me?
- * I want you to fix me.
- * Life is unfair! There is no sense in trying to take control of my life.
- * Why go on; I see no use in it.
- * You can't help me, nobody can help me. I'm useless and a failure.
- * God has asked too much of me this time. There is no way I'll ever be able to handle this.
- * When do the troubles and problems cease? I'm tired of all this.
- * Stop the world; I want to get off.
- * Life is so depressing. If only I had better luck and had been born to a healthier family, or attended a better school, or gotten a better job, etc.
- * How can you say I am responsible for what happens to me in the future? There is fate, luck, politics, greed, envy, wicked and jealous people, and other negative influences that have a greater bearing on my future than I have.
- * How can I ever be happy, seeing how bad my life has been?
- * My parents made me what I am today!
- * The problems in my family have influenced who I am and what I will be; there is nothing I can do to change that.
- * Racism, bigotry, prejudice, sexism, ageism and closed-mindedness all stand in the way of my becoming what I really want to be.
- * No matter how hard I work, I will never get ahead.
- * You have to accept the luck of the draw.
- * I am who I am; there is no changing me.
- * No one is going to call me crazy, depressed or troubled and then try to change me.

Terms used to describe those who have not accepted personal responsibility include martyrs, self-pitying, depressed, losers, quitters, chronically angry, dependent personalities, complainers, addictive personalities, blamers, stubborn, persons in denial, troubled people, stuck, fearful,

pessimists, despondent, mentally unstable, obstinate, hostile, aggressive, irresponsible, weak, guilt-ridden, resistant to help, passive, irrational, insecure, neurotic, obsessed and lost.

What behavior traits need to be developed in order to accept personal responsibility?

In order to accept personal responsibility you need to develop the ability to:

- * Seek out and to accept help for yourself.
- * Be open to new ideas or concepts about life and the human condition.
- * Refute irrational beliefs and overcome fears.
- * Affirm yourself positively.
- * Recognize that you are the sole determinant of the choices you make.
- * Recognize that you choose your responses to the people, actions and events in your life.
- * Let go of anger, fear, blame, mistrust and insecurity.
- * Take risks and to become vulnerable to change and growth in your life.
- * Take off the masks of behavior characteristics behind which you hide low self-esteem.
- * Reorganize your priorities and goals.
- * Realize that you are the party in charge of the direction your life takes.

What are the steps in accepting personal responsibility?

Step 1: To decide if you are having problems accepting personal responsibility, answer the following questions in your journal:

- a. How frequently do you claim that others have determined what you are today?
- b. How easy is it to accept that you are responsible for your choices in life?
- c. How easy it is to believe that you determine the direction your life takes?
- d. How easy is it to blame others for where you are today?
- e. What masks do you hide behind to avoid accepting personal responsibility?
- f. How rational are you in dealing with the part you played in being who you are today?
- g. How easy is it to accept blame or admit mistakes?
- h. How easy is it to accept that you determine your feelings when negative events occur?
- i. How easy is it to depend solely on yourself for acceptance, affirmation and approval?
- j. How willing are you to be the sole determinant of the health of your self-esteem?
- k. How frequently do you feel sorry for yourself?
- l. How easy is it to let go of guilt if you stop rescuing those in your life?
- m. How willingly do you take preventive steps to ensure your physical and emotional health?
- n. How successfully have you practiced self-affirmation in your life?
- o. How successfully have you practiced anger work out and letting go in order to get on with your life?

Step 2: Rate yourself on a scale of 1 to 5 as to the level of personal responsibility you have accepted in each of the following areas:

- 1 = always irresponsible
- 2 = usually irresponsible
- 3 = irresponsibility balanced out with responsibility (neutral)
- 4 = usually responsible
- 5 = always responsible

Rating Area in Life:

- ___ a. Taking the preventive and maintenance measures to ensure physical health
- ___ b. Taking the preventive and maintenance measures to ensure emotional health
- ___ c. Controlling weight and over-eating
- ___ d. Stopping smoking, excessive drinking and drug abuse
- ___ e. Controlling excessive gambling, shopping and sexual behavior
- ___ f. Controlling workaholism
- ___ g. Taking preventive and maintenance measures to ensure healthy relationships
- ___ h. Taking the necessary steps to overcome my current problems and troubles
- ___ i. Taking the necessary steps to protect myself from being victimized by my rescuing and enabling of others
- ___ j. Managing my time, managing the stress in my life, overcoming my fears and preventing burnout in my life

Score: A rating of 3 or less in any of the areas indicates a need to accept personal responsibility.

Step 3: Identify your beliefs that prevent acceptance of responsibility for yourself. Develop new, rational, replacement beliefs to help you accept responsibility for yourself.

Step 4: You are now ready to develop a plan of action. For each area of your life, identify that tools you will use to accept personal responsibility. The following Tools for Coping tools are available to help you determine your action plan: The Tools for Coping Tool Box.

Handling Irrational Beliefs

- * Self-Affirmations
- * Handling Guilt
- * Building Trust
- * Handling Insecurity
- * Becoming Vulnerable
- * Overcoming Fears
- * On Becoming a Risk Taker
- * Spirituality
- * Time Management
- * Stress Reduction

- * Preventing Burnout
- * Overcoming Perfectionism

Write your plan of action in your journal. Date and sign it. You are now ready to begin accepting personal responsibility.

A BASIC GUIDE TO PROBLEM SOLVING

RESOURCE/REFERENCE SECTION

There is always some type of problem or challenge that all people face. Not all problems/challenges are bad. Some problems or challenges are simple and others are complex. Sometimes a problem or challenge can't be solved, but sometimes it can be treated or reduced.

Over the course of our lives we can count on these three things:

- There will always be problems or challenges
- Nothing is constant but change
- If we are not on top of things, things will be on top of us

Nothing in life remains static. Change is constant. People undergo changes in attitude, perspective, health, motivations, feelings, financial conditions. Relationships change. The environment changes, technology is advancing at a rapid pace, the economy changes. All change produces some type of problem or challenge, some good, some bad. If a person is not on top of the changes, problems, or challenges, that might affect him/her, then the problems or challenges can be overwhelming. Procrastinating or not facing a situation can worsen it.

When faced with a problem or challenge how you do go about solving or reducing the problem?

These Problem Solving guidelines will help members develop an invaluable skill in identifying and helping solve problems and challenges. A Problem Solving Worksheet is also included. The worksheet can be used for most any problem or challenge in any aspect of life. This tool if used properly can aid an individual or organizations such as a club, society, association, business, institution, a department; or personal problem between individuals, a marriage, or financial problems, just to name a few, in determine a solution to a problem, reducing or lessening the problem or challenge.

The Problem Solving Worksheet allows a person or group to take an objective view of a problem or challenge, determining the cause(s), alternative solutions, and finally to determine a plan of action to solve or lessen the problem or challenge. **Developing problem solving skills enhances analytical skills, and contributes to personal growth and development in other areas.**

Note: The most important point in problem solving is to identify and define the problem or challenge and not a symptom of the problem or challenge.

There is a huge difference between a *symptom* and a *problem*. The difficult task is identifying which is which. Often times, what we believe to be a problem is really just a symptom of a much larger problem. Solving a symptom will usually not solve a problem. Rather, if the root of the problem remains unsolved, additional symptoms can develop – which we may mistake for another problem. This may seem somewhat confusing.

This example may help. Think of a weed (a symptom) in a yard that grows tall above the rest of the grass. When the lawn is mowed, the weed *seems* to disappear, as the visible portion is no more. However, we know that the root of the weed is still there (the problems). In time, the weed will grow again. In order to solve permanently removing the weed, the weed needs to be killed at the root. Once the root is eliminated, the weed cannot grow again. In other words, solving the problem eliminates the chance for additional symptoms to occur, but not vice versa.

Another example of a problem:

A student tells an instructor that she/he is always late for class because his/her alarm never goes off. The teacher may think the alarm is broken or not working properly, when the truth is that the student always forget to turn the alarm on before going to bed.

The student being late for class is a symptom. The problem is that the student always forgets to turn the alarm on before going to bed. Or, perhaps the student is just saying that the alarm is broken or not working properly and the student is out late every night partying.

It is important to have a full understanding of the problem before you begin to solve it.

The first step in problem solving is to analyze the problem.

Other examples of real life problems and challenges:

1. A person is the President of a club. A committee chairperson is not performing his/her duties on a goal, project, event, or activity.
2. Club Membership is down.
3. Club Members are not participating in the activities of the Club.
4. A person makes commitments to others but doesn't keep them.
5. A person has no money. You can readily see what problems and challenges they might have. How is the problem solved? This problem can be a simple one to solve or it might involve more complex issues.

6. A person has a great wealth. Now the challenge is what to do with the money. How is it to be invested to get the greatest amount of return, where is the safest investments, what investment might offer growth. There might be Estate issues with taxes, family, and others.
7. A student's studies suffer; a person's family, business, job has problems or challenges. Things pile up on him/her. She/he is constantly under pressure and can't function. What could be the problem?
8. A person can't secure suitable employment. Is it because the person does not have the skills and knowledge as technology is rapidly changing? Is it because of external factors, such as a bad economy? Is it because the person is lazy and not expending enough concentrated effort to secure employment. Are health issues a factor, is age a factor.

The key questions you need to ask are: What is wrong? When did it go wrong? How much went wrong? Where did it go wrong? Who is involved?

Analyze: What is Right There is no need to go into detail about the types of question you should ask to explore what is right. They are the mirror images of those you ask when analyzing what is wrong. Basically, they are based around: What am I satisfied with? When are things correct? How much is correct? Where are things correct? Who is not involved?

Identify Likely Causes. Identify the differences between what you have identified from your analysis of what is right and what is wrong. This will enable you to discover what is distinctive about the problem. What has changed? Something happened to cause the problem. So what things changed around about the time the problem started to begin. What are the most likely explanations? The work you have done so far should enable you to identify potential causes of the problem.

What Has Changed? Often the changes involve: People . These include changes in personnel, organization structure, workgroups, skill levels , leadership styles, health or a host of other issues.

The Next Step is to list what you think the causes of the problem

Define Actual Causes Identifying what is the most likely explanation. Of all the potential causes identified which is the most likely explanation for all the symptoms which have been identified?

The next step to determine what options/actions might solve or lessen the problem.

Determining options. List several options (goals or actions) that you think will either solve the problem or lessen the problem. Generating several options will normally help you to select the one(s) that will best help you achieve your objective.

The next step is to develop a plan of action.

Plan of Action: Consider Ideal Goals. We too often set our goals as the solving of the immediate problem or the minimum solution rather than considering how we would really to be ideally.

Establish Practical Goals: What are the goals to be achieved that would make this problem be declared lessened or solved? The listing of definite and precise goals is useful in problem solving because the attempts at solution can then be measured against the goals to see how much progress is being made.

The next step is to implement your plan.

The final step is to evaluate your plan to see if you are achieving your objectives. If not, go back and modify your plan.

Evaluation:

Periodically evaluate whether the solution(s) worked, and to what extent. Do modifications need to be made? Do other solutions need to be selected and tried? Is a different approach needed? One of the most frequent failures of the problem solving is the lack of evaluation of the implemented solution. Too often in the past, once a solution has been chosen and implemented, people have wandered off, assuming that the problem was solved and everything was fine. But the solution may not have worked or not worked completely, or it may have caused other problems in the process. Staying around long enough to evaluate the solution's effectiveness, then, is an important part of problem solving.

Remember that many solutions are better described as partially successful or partially unsuccessful, rather than as an either/or in a success/failure division. If you propose a solution that reduces drug addiction by even ten percent, your solution is a good one, even though it didn't work for the other ninety percent of cases. In many cases, an incomplete remedy is better than none at all.

PROBLEM SOLVING WORKSHEET

PROBLEM: (Identify and define the real problem, **not a symptom**)

CAUSES: (What is causing the problem or condition? List all possible causes)

ALTERNATIVE SOLUTIONS/OPTIONS: (State all potential alternatives/options)

(One option is always to “do nothing.” Sometimes this is an option and in time a problem might solve itself. Generally, that is not the case and some action has to be taken).

PLAN OR ACTION: (Which alternatives/options will best solve or lessen the problem)

EVALUATION: (How and when will the plan or action be evaluated for effectiveness?)

Use the back or other sheets as necessary

ATTACHMENT D

Membership

- **Model Membership Application**
- **Model new member Welcome Letter**
- **Model – Regular member certificate**
- **Model – Charter member certificate**
- **Model Awards Nomination Form**
- **Club Awards/Recognition: Example Certificates**
- **Guidelines for Networking and Netweaving**

(Your Club name) PAN AMERICAN CLUB

MEMBERSHIP APPLICATION

Name: _____ Nickname: _____

Current Address: _____

City _____ State _____ Zip Code _____

Telephone Number: Area Code _____ - _____

Email _____

Country of origin _____

Home address in country of origin _____

Languages spoken _____

Languages being studied _____

Course of college/university study _____

Interests and hobbies: _____

What other extra-curricular campus or off campus activities are you involved in: _____

Leadership positions held in the past _____

Pan American Club committees/activities that interest you: Programs/Events _____

Publicity/Public relations _____ Financial/Fund Raising _____ City Diplomacy _____

Model Organization of American States General Assembly forum _____ Off campus

Volunteering _____ Serving as a Club Officer _____

SAMPLE WELCOME LETTER:

Use an 8 x 11.5 sheet of good quality paper. Create a Letterhead. (Type the name of your Club at the top, with the appropriate contact information). Date the letter. The name of the Club below is in Lucida Calligraphy typeface. The contact information and body of the letter would be in block print such as New Times Roman. The letter can be posted or sent by email with an electronic signature.

_____*PAN AMERICAN CLUB*

XXXXXXX

XXXXXXXXXXXXXXXXXX

Date:

New member's name

Address

Dear:

Welcome to the _____ Pan American Club. We look forward to having you as an active member. The following information is attached: a copy of our Constitution and Bylaws, our annual goals and objectives, a roster of current members, and a list of Club committees (and whatever else you want to include to send).

Our next membership meeting (or event) will be on _____. I hope you will be able to attend. You will be contacted soon to see which Club committee you have an interest in. We like to involve all of our members in the Club's activities. We only get the benefit from our membership and the opportunities they present if we participate.

Welcome again, and I look forward to working with you.

Sincerely,

XXXXXXXXXXXXXXXXXX

President

SAMPLE MEMBERSHIP FLYER

_____ Pan American Club

Benefits of Membership

(List benefits of membership in your Club)

Programs & Activities

(List some of the programs and activities)

Qualifications of Membership

(List qualifications to be a member – Refer to Constitution and By Laws and student organization policies)

Membership application and/or Club content information

(Attach a membership application)

Sample charter member certificate

*CERTIFICATE OF CHARTER
MEMBERSHIP*

This certificate is presented to

(Name of Member)

IN RECOGNITION OF BEING A CHARTER MEMBER OF THE

(Your college/university name) PANAMERICAN CLUB

Presented on _____ 20____

Campus Advisor

President

Sample member certificate

CERTIFICATE OF MEMBERSHIP

This certificate is presented to

(Name of Member)

IN RECOGNITION OF BEING A MEMBER OF THE

(your college/university name) PANAMERICAN CLUB

Presented on _____ 20____

Campus Advisor _____

President _____

SAMPLE NOMINATION FORM

NOMINATION FORM

XYZ COLLEGE/UNIVERSITY Pan American Club

Name of Award: _____

Name of person being nominated for the Award

Name of person making the nomination

Describe in detail why the person deserves this Award: Please type or print.

(This form can be used for any type of award)

SAMPLE DISTINGUISHED SERVICE AWARD CERTIFICATE

DISTINGUISHED SERVICE AWARD

XYZ COLLEGE/UNIVERSITY Pan American Club

(Name of person)

Hereby presented this Distinguished Service Award in recognition of the special contributions she/he has made to the Club for two consecutive years during the 200__ and 200__ academic years.

President

Secretary

SAMPLE – CERTIFICATION OF APPRECIATION

CERTIFICATION OF APPRECIATION

The _____ Pan American Club

Hereby present this Certification of Appreciation in recognition of the special contributions he/she
has made to the Club.

To

(Name of person)

President

Secretary

SAMPLE – SPARKPLUG AWARD CERTIFICATE

SPARKPLUG AWARD

The (Name of the Club) is pleased to recognize

As a Club Sparkplug, (his/her) energy, ideas, and participation have contributed to energizing the Club and inspiring others by (his/her) commitment and dedication to the purpose and mission of the Club during 200 ____

Presided this day of ____ 200 ____

President

Secretary

NETWORKING

Developing connections and building a network. Connections members make, on and off campus, through participation in Club activities can lead to building a network and long-term relationships that may be of benefit in future years

When most people think about networking it seems insincere at best — and selfish at worst. This, of course, is the complete opposite of what networking is supposed to be — friendly, useful, and genuine.

It's easy for most of us to be friendly and useful with people we know.

Unfortunately, most networking strategies come across as pushy, needy, or self-serving — even though the people using them rarely act that way in day-to-day life.

Don't worry, there are definitely genuine ways to self-promote. So, in the spirit of helping everyone become a better networker, here are 24 networking tips, which from my experience, actually work.

THE REAL GOAL OF NETWORKING

The goal of networking should be to help other people. Yes, it would be nice if they helped you out as well, but networking is a two-way street. And your side of the street is all about helping others, not asking them to help you. Asking for favors should only become a possibility once you have learned more about the person and provided some value to them.

It's far more important to understand their needs before you tell them about your needs.

Your goals should not be on the forefront of your mind. You're trying to develop a relationship with someone, which means you should be thinking about them. It's your job to understand the people in your network, where they are coming from, and what's important to them.

Setting expectations

You don't need to know the most people, just the right people. Focus on finding people that are relevant to you. As time goes on, you can decide if the interests that you share with someone are worth pursuing further. It's better to have 5 people willing to help you out than it is to have 500 that simply know your name.

Don't expect anything. The fact that you reached out and made contact with someone does not put them in your debt. No one is required to “pay you back.” Instead of approaching networking with the goal of gaining favors, try reaching out with curiosity. Contact interesting and relevant people and see what happens. Some of them will respond and some of them won't. Learn about the people that follow up. Find out what makes them interesting and how you can help them — and don't expect anything in return.

Don't leave networking to chance. Take some time and define what you are looking for in your network. Every once and awhile you'll stumble across someone amazing on accident, but it's a lot easier to find who you're looking for if you know who they are in the first place. Be proactive and create a list of people that you want to contact on purpose.

Go beyond your organization. Connect with people on a variety of levels from a wide range of areas on and off campus. By growing your network outside of the usual areas you will be more valuable to people that are in your areas of interest. The people you meet and are with or have associations with have personalities and multiple interests, right? With a broad network you can be the person that connects people across areas of interest.

Don't dismiss anyone as irrelevant. You never know how you may be useful to someone or them to you until you get to know them and their interests. Keep in mind, people's interests broaden or change over periods of time. Someone you meet today, who seems irrelevant, may be relevant in the future.

Sometimes the best networking opportunities involve real work. Volunteer for events, committees, or projects that will have interesting people at them — or better — working for them. Working on a project or task with someone is one of the best ways to develop a relationship. For example, volunteering for a non-profit can be a great way to get to know their influential board members.

HOW TO BUILD A RELATIONSHIP

Try to provide as much value as you possibly can. The more value you create, the more it will come back to you many times over. Focus all of your networking efforts on helping the people you contact.

Start by focusing on being friendly and helpful. This is the number one tactic you can use to build your network. Simply spread information in a friendly and helpful way. Did you read a book that someone in your network will enjoy? Tell them about it or send them a copy. Are you using something that would help a friend with a project they are working on? Email it to them. Hear a new music album that a someone might enjoy? Send it their way. Building your network is the same as building friends. Be interested in what they are doing and offer friendly suggestions when you can.

Develop the habit of introducing people. Connecting like-minded people is a powerful to enhance your network. The idea of doing this seems might seem strange to many people, but it is actually quite easy. Do you know two people who enjoy reading the same type of books? Or like the same sports teams? Or love reading about history? Or work in the same industry? You get the point. Don't make it hard, just introduce the two of them by sharing their common interest. They can decide if they want to pursue the relationship further.

Ask if people want to be connected. If you're apprehensive about connecting two people, then ask one of them if they want to be connected. "I know another person that's doing Y. Would you like for me to introduce you sometime?" Even if they aren't interested, they will appreciate the offer.

Nurture your current network. Most people think of networking as reaching out to new people, but don't forget about the network that you already have. (Hint: You probably call them your friends and co-students.) There is no need to wait to meet new people to start connecting others or sharing useful information. Network within the groups that are already close by.

NetWeaving is a step beyond traditional career networking

Adapted from an article by Michael Sisco, CEO of MDE Enterprises

Networking has long been cited as an effective means of making new professional and social contacts; and as a way to expand career horizons. Now there's a new twist to this longtime career tool—NetWeaving, a rather simple concept focused on more effectively developing reciprocal business and other relationships that has far-reaching potential.

A modification of the traditional approach

In a traditional networking approach, you go to a meeting or function with the idea of trying to gain strategic alliances that help boost your career, business, or a project or activity you are working on. In other words, the mindset is, “What’s in it for me?” It’s an effective means of making new contacts and developing relations that can be very beneficial for anyone.

NetWeaving takes a slightly different approach and one I find more comfortable. The term was coined by Bob Littell, a consultant who focuses on strategic marketing, product design, development, and implementation issues within the financial services industry. Rather than going to a meeting, function, or social gathering to learn what you can that might lead to new business, you attend with the intent of learning all you can from as many people as possible about their business, their needs, and their challenges. The objective is to try to help as many people as you can. The help or insight you provide may be putting them in touch with someone you know or sharing insight that can help the other person.

The underlying theme of NetWeaving that I find so valuable is the reciprocity—**doing good things for others can repay you many times over**. I had seen it in my own business even before I heard the term. **When I help others, good things seem to happen to me.**

One reason NetWeaving catches attention is that it's a more relaxed, human approach to networking. I can't be the only one who is uncomfortable going to an event and trying to “work the room” to seek opportunities. It's much more comfortable, and even fun, to strike up a conversation with someone if I have a genuine interest in learning about what they do and looking for ways that my knowledge, experience, and immediate network might benefit them.

NetWeaving recognizes that all of us are really "walking, talking, jigsaw puzzles" with pieces missing in the form of:

- Problems that need solving.
- Needs that need fulfilling.
- Opportunities or ideas that, without someone else's help (advice, support, money, etc.), may never reach full potential.

When you start NetWeaving, you might be surprised about how much you have to offer others. All you need is a second pair of ears (or second set of networking antennae) to be alert to the problems and needs of others. In fact, you can NetWeave while you network. In conversations, when you're tuned to the question "Can this person help me?" consider these questions:

- Is there someone who would benefit from meeting or knowing this person?
- Could this person act as a resource for someone I know?
- Has this person impressed me so much that I should consider adding the person to my trusted resource network made up of other "best of breed NetWeavers?"

Try it and see how it works

NetWeaving has been described as “networking without keeping score.” A key point to remember is that by being perceived as a NetWeaver (a “giver”), you open up all kinds of lines of communication. This new openness automatically leads to opportunities.

What is networking really? And are you doing enough of it?

By Jeffrey Gitomer

Here's a question I often get: Where should I network to get the most leads?

Wrong question.

Networking is not about getting. It's about meeting, engaging, establishing rapport, finding common ground and giving.

And networking works IF you make a strategic plan, target people and places, allocate the time, prepare before you go and do it consistently.

There are 4.5 types of networking:

1. Attending and participating in events.
2. Being in charge of an event and bringing people together.
3. Being in charge of a group or association.
4. Speaking at a local or national event, and being the star of the show.
- 4.5 Volunteering in your community.

Here are a few specific examples of what you can do:

- Attend cultural events or sporting events. They give you a chance to see old friends and meet new ones.
- Lead a group at your local Chamber of Commerce. It's much more powerful to lead than go to a business after hours to meet other salespeople and troll for leads.
- Speak at a trade show. Don't just exhibit and look for leads. Leaders attend workshops. By addressing attendees with a value message, they will all stop by your booth, compliment you on your speech and WANT to talk to you.
- Speak for a Rotary group. You can be a member of Rotary and basically see the same 50 people every week, or you can give a 20-minute speech at each Rotary club (and all civic associations) in your region. If you speak at a civic organization once a week, and offer more information in exchange for a business card, it's likely you'll get 50 leads a week — of people who will be happy to take your call.
- Volunteer for Habitat or Red Cross, attend charitable events or even give out water at a local race. You'll meet like-minded people, and you feel great for helping.

How do you choose which events to attend? Three ways:

1. Go where you love to go.
2. Go where your customers go.
3. Go where your prospects might be.
- 3.5 Be ready when you get there, and arrive happy.

Here are a few fundamental ground rules to follow that will ensure maximum enjoyment and maximum benefit:

- Arrive early. Get there at the start and meet as many people as possible.
 - Leave late. Maximize your time — especially if the room is full of decision makers.
 - Don't drink. You don't need a beer. You need money. Beer and money don't mix. Have something of value to say. Play yourself down. Try to find out what they do. If they ask what you do, have a BRIEF explanation, and a GREAT business card. Your 30-second commercial needs to start with a question.
 - Talk about positive things and people.
- OK, so I've networked and met someone I want to get to know better...
- Where is the best place to meet? A coffee shop. Someplace casual. Someplace inexpensive. Someplace with WiFi. Someplace where you can sit and talk.
 - When is the best time to meet them? Early — for breakfast. You can avoid traffic, and make a powerful connection.
 - What do I say and how do I get to know this person better? My good friend, Bob Littell, is the only person I have ever met that totally gets networking. He has named his concept of networking "netweaving" (www.netweaving.com). Bob is all about finding leads and opportunities for others. Bob is all about giving for the sake of giving, not giving with the intent to receive.

Imagine meeting someone for morning coffee, and rather than asking "what he does" (which you could have found out on Google or his website), you hand him two leads of people in your network that might be good candidates for his business. WOW. That's netweaving. And it works. BUT: It requires work on the part of the referring person. YOU!

But Jeffrey, what about my 30-second personal commercial? What about my elevator speech? How do I make a sale? NOTE WELL: Do what I have told you above, and people will want to buy from you — no pitch needed.

ATTACHMENT E

Elections

- Election Guidelines
- Installing Directors and Officers
- Sample Oath of Office
- Installing Officer
- Installation process and procedure

ELECTION GUIDELINES

- **Elections**
- **Oath's of Office**
- **Installing Directors and Officers**
- **Installing Officer**
- **Installation process and procedure**
- **Sample Ballots**

General:

The Club is based on the principles of democracy where each member has the privilege and right to vote for the leaders of the Club and on important matters of the Club, when the occasion calls for a vote. This is an important privilege and right and every member should exercise it.

The Constitution and Bylaws contain specific Articles and provisions that address elections, the Nominating Committee and Meetings. All meetings are conducted in accordance with Robert's Rules of Order. Guidelines for meetings are in the section of the manual on Meetings. Robert's Rules of Order are explained and how to use them.

Elections:

There are various Articles and Sections in the Constitution and Bylaws that address issues about elections and meetings; such as who is eligible to vote, Board of Director and Officer qualifications, terms of office, quorum requirements for meetings, and the Nominating Committee.

Election times:

In the first year of the Club there will generally be three, Leadership, elections depending on when the Club was formed.

First election:

When first organizing the Club there will be an unofficial election by the "organizing group" as is discussed in Section 5. The organizing group selects an "Interim" President, Vice President, Secretary, and Treasurer, who will also serve as the Board of Directors. This is necessary in order to submit an Application for a campus student organization. This election can either be done by a voice vote or by secret ballot.

Second election:

The next election is held, at the first meeting, after the Campus has authorized and registered the club as an approved student organization. This is the first election formal and “official” leadership election of the club. The members officially elect a Board of Directors and Officers. For purposes of continuity, during the formative year of the Club, it would best serve the Club if the same people who were elected as officers and board members were officially elected. It is a good idea to add an additional non-officer member to the board so that there is an uneven number on the Board. A five-member board, which includes the officers, is recommended. The reason for a five-member board is to prevent tie votes. Review the Constitution and Bylaws for guidance on the Board of Directors.

Third election:

The next Leadership election is held at the Annual Meeting of the Club. The Club has two alternatives:

1. If the Club is started in the fall semester, then the board and officers elected might be elected for the fall semester and for the following year.
2. Or, the members might decide to have another election at the Annual meeting, which generally occurs in December.

Annual Election:

The Club then holds a leadership election annually as required by the Bylaws.

Nominating process:

The Constitution and Bylaws make a provision for a Nominating Committee. Once an Application has been submitted the “interim” President determines who will serve on the “interim” Nominating Committee. It is suggested that the committee be composed of three members, who are not serving as officers or board members and who do not have an interest in being nominated. This prevents any real or appearance of a conflict of interest. The “interim” President” appoints one of the three to serve as Chairperson of the committee.

Once Campus approval has been received, the committee meets and discusses nominations to be presented at the first official meeting of the Club where a formal election of the Board and Officers will take place. It is the committee’s responsibility to make sure that each person nominated for a director or officer position understands the duties and responsibilities of the board and officer positions. At the first official meeting the Chairperson of the Nominating Committee submits the names to the membership for a vote.

Once the Club has been officially authorized and the first official leadership election has been held, the officially elected President then appoints Club committees in accordance with the Constitution and Bylaws.

Approximately 45 days prior to each Annual Meeting, the President appoints the Nominating Committee each year. The Nominating Committee is then responsible for conducting a survey of the membership to see who might be interested in serving on the Board of Directors and as an Officer. The Committee is responsible for making certain that whoever is nominated is qualified to serve in accordance with the Constitution and Bylaws, and Campus Student Organization Policies. Also each person nominated must be a member in good standing, meaning that they have paid their dues to the Club. If someone being nominated is currently serving on the Board or as an Officer, the Committee must check and make sure they have not served more than the number of terms that are allowed for Directors and Officers in the Constitution and Bylaws. The Committee should make sure that each person being nominated, if they are not already serving, have a copy of the Position Description for the position to which they are being nominated. The person(s) being nominated should agree in advance that if elected they are willing to carry out the duties and responsibilities.

TIP: Don't ever nominate someone for a position who is not aware what is expected of them once elected,

Once the Nominating Committee decides on a list of names to be nominated, the Committee prepares a ballot with the names of the candidates. Sample Ballots are included with this Attachment. Once the Ballot is printed, the Committee takes them to the meeting to pass out to each member present. The Club Secretary in consultation with the Treasurer should have a list of members who have paid their dues and can vote at the meeting. Each member in good standing (having paid their dues) has a right to vote.

At the meeting, the Chairperson of the Nominating Committee reads the qualifications and requirements for being elected, a Director, from the Bylaws. The Chairperson indicates that the names being presented are members in good standing and duly qualified to be elected. The Chairperson presents the names to the membership. Ballots are passed out by the Committee members. The membership firsts elected the Board of Directors. Sometimes members may not agree with all of the names that the Nominating Committee submits and they have a right to nominate others. This is called nominations "from the floor." Any member, in good standing, can nominate someone from the floor. If the person or persons being nominated from the floor agree, then the name(s) are written in on the ballot by each member in the space provided. Then the members vote by marking their ballot. The ballots are then collected and counted by three people who have not been nominated. The Campus Advisor, after checking the ballot count, then certifies the election of the Board of Directors.

Then the Chairperson of the Nominating Committee reads the qualifications and requirements for being elected, an Officer, from the Bylaws. The Chairperson then presents a list candidates being nominated as Officers. the committee members pass out another ballot. Again members may nominate from the floor. Any nomination is written in on the ballot. Then members vote and

the ballots are collected by the group counting the ballots. The votes are counted. The Campus Advisor, after checking the ballot count, then certifies the election of the Officers.

Note: The Nominating Committee should have some printed copies of the Board and Officer Position Descriptions with them to the Annual Meeting. In the event someone is nominated from the floor, give them a copy of the appropriate position description and ask if elected, do they agree to perform the duties and responsibilities. If the person(s) being nominated from the floor, have not seen the appropriate position description before, they may need a few minutes to review it. If they agree to carry out the duties, then the members write the name(s) on the ballot.

Leadership votes other than at an Annual Meeting.

There may be times when a vacancy occurs in a Director or Officer position prior to the Annual Meeting. If that occurs, consult the Constitution and Bylaws. The Board of Directors can vote to fill a vacancy. Suggestion: If a vacancy occurs within 60 days after the Annual Meeting, it is better to call a special meeting of the membership to vote on a candidate to fill the vacancy. If the vacancy occurs more than 60 days after the Annual Meeting, the Board can select someone to fill the vacancy. Although this is not required in the Bylaws, it is good practice to follow.

Oath of Office

It is recommended that the Club institute the use of an Oath of Office for Directors and Officers who are elected by the members of the Club.

What is an Oath of Office?

An Oath of Office is a statement sworn to by someone elected to an office or position. In taking the Oath, the person affirms that she/he will support and abide by the governance documents of the organization, institution, or government.

Many non-profit organizations, clubs, societies, or associations require an Oath of Office to be administered to Directors and Officers. An Oath of Office lends additional dignity to the office and impresses upon the one, or ones taking the Oath, of the responsibilities of the office or position to which elected.

Members elected to the Board of Directors and Officer positions, in a club, such as a Pan American Club, have been entrusted by the members to carry out the purpose and mission of the club, to abide by the club's Constitution and Bylaws and Campus policies that apply to student organizations. By taking an Oath of Office the office holder affirms their acceptance of the office and their understanding of the duties and responsibilities of the office or position they were elected to. This applies to members elected to the Board of Directors as well as those elected as Officers.

Oaths of Office

Model Oaths of Office are included in this Attachment. The model Oaths can be used, as written, or they can be modified in consultation with the Campus Advisor.

Installing Officer

The Installing Officer is a person who administers the Oath of Office to those elected to the Board and those elected as Officers of the Club. The Installing Officer is not someone who is a member of the Club. It should be someone of stature such as a Campus faculty member, a Campus official, or someone from the local community. It adds additional dignity and recognition to the installation ceremony and to those who are being “installed” in office to have someone of stature administering the Oath.

Installation process

In consultation with the Campus Advisor, suggestions for a person to be the Installing Officer are discussed. It is a good idea to consider at least three people. The reason to have at least three names is the person who might be the first choice may not be available for the date of the meeting. Make sure you select the names of persons as far in advance as you can so that contact can be made with ample time left for the prospective Installing Officer to respond. These are busy people and generally need as much advance notice as possible. Once the names are settled on the President extends an invitation to the person. Be sure to include information about your Club, the date of the meeting, and where it is to be held. Ask for a response at the person’s earliest convenience. If that person cannot accept, then send an invitation to the next person on the list. When a positive response is received request a short biography of the person so that they can be introduced properly at the meeting, prior to the installation ceremony. This introduction establishes their credibility with the group and adds prestige to the ceremony.

Make sure the installing officer has a copy of the meeting Agenda and a copy of the Oaths of Office in advance of the meeting. Have an extra copy of the Oaths of Office at the meeting. The Installing Officer may not bring their copies. There is a model Oath of Office for Directors and one for Officers.

It always a good idea to send the Installing Officer a thank you letter a day or so after the meeting takes place. It is a sign of respect and it is good manners to thank people who provide special assistance to the Club in some fashion.

Installation Procedure

The ceremony takes place immediately following the election of Directors and Officers, and after the election results have been announced. The person presiding at the meeting introduces the Installing Officer. The Installing Officer might make a few remarks. He/she will then ask the

Directors to stand and take the Oath. She/he then declares them officially elected and installed. Then the Installing Officer will ask that those who have been elected as Officers to stand and take the Oath. He/she then declares them officially elected and installed.

The person presiding over the meeting thanks the Installing Officer, then proceeds to the next item on the Agenda.

MODEL OATH OF OFFICE FOR DIRECTORS

Installing Officer:

At this time I would like to ask all those who have been elected to the Board of Directors to stand. You have been elected to the Board of Directors which is a position of dignity and importance. In accepting election as a Director you undertake a responsibility that is not to be assumed lightly nor carelessly performed. You are charged with the duties of seriously and enthusiastically furthering the purpose, mission, goals, and objectives of the (insert name of the Club).

With the Constitution and Bylaws and your Campus Student Organization Policies as your guide, you must be ever ready to carry out the function of a member of the Board of Directors.

Further, you are charged with governing your Club according to the laws of democracy, under which every person who wishes to speak shall be heard, toward the end that in every matter considered, the best opinion shall prevail through the express will of the majority, and the best course of action followed. Do you accept this charge? (Reply: "I do").

Please raise your right hand and repeat after me. I (state your name) do solemnly affirm that I will faithfully carry out the duties and responsibilities of a member of the Board of Directors of the (state the name of the club) to the best of my ability.

I hereby install you as a member of the Board of Directors of the (insert club name)

Congratulations. Please be seated.

MODEL OATH OF OFFICE FOR OFFICERS

Installing Officer:

At this time I would like to ask all those who have been elected as an Officer to stand. You have been elected to a position of dignity and importance. In accepting election as a Office you undertake a responsibility that is not to be assumed lightly nor carelessly performed. You are charged with the duties of seriously and enthusiastically furthering the purpose, mission, goals, and objectives of the (insert name of the Club).

With the Constitution and Bylaws and your Campus Student Organization Policies as your guide, you must be ever ready to carry out the duties and responsibilities of the Office which to which you have been elected.

Further, you are charged with helping govern your Club according to the laws of democracy, under which every person who wishes to speak shall be heard, toward the end that in every matter considered, the best opinion shall prevail through the express will of the majority, and the best course of action followed. Do you accept this charge? (Reply: "I do").

Please raise your right hand and repeat after me. I (state your name) do solemnly affirm that I will faithfully carry out the and responsibilities of (state the office to which you have been elected) of the (state the name of the club) to the best of my ability.

I hereby install you to the office to which you have been elected.

Congratulations. Please be seated.

SAMPLE BALLOT

BOARD OF DIRECTORS

X	<u> </u> Pan American Club Ballot for Board of Directors
	NAME
	NAME
	NAME
	NAME
	NAME
	NAME
	NAME
	NAME
	NAME
	(blank space)
	(blank space)
	(blank space)
	(blank space)

Note: Leave blank spaces for names that may be nominated from the floor

SAMPLE BALLOT

OFFICERS

<div style="text-align: right;">_____ Pan American Club</div> <div style="text-align: center;">Ballot for Officers</div>	
X	
	PRESIDENT
	NAME
	NAME
	NAME
	(blank space)
	(blank space)
	VICE PRESIDENT
	NAME
	NAME
	NAME
	(blank space)
	(blank space)
	SECRETARY
	NAME
	NAME
	(blank space)
	(blank space)
	TREASURER
	NAME
	NAME
	(blank space)

ATTACHMENT F

Meeting Agendas

- Model Membership meeting Agenda
- Model Board meeting Agenda
- Model Committee meeting Agenda

SAMPLE MEMBERSHIP MEETING AGENDA

Name of the Club
 Membership Meeting
 12 April 20____ 6:00 p.m.
 Name of the place, address, and room number where the meeting it to be held

- | | | (number of minutes) |
|--|-----------|-------------------------------|
| 1. Call to order | President | |
| 2. Roll call of members present | Secretary | _____ |
| 3. Introduction of guests (if any) | President | _____ |
| 4. Reading of the minutes of the last meeting | Secretary | _____ * |
| 5. Approval of the minutes of the last meeting | President | _____ |
| 6. Announcements | President | _____ or whoever is scheduled |
| 7. Treasurers report | Treasurer | _____ |
| 8. Unfinished business from the last meeting | President | _____ |
| 9. Officer and Committee Reports | | |
| a. Vice President(s) | | |
| b. Committee Chairpersons | | |
| 10. New Business | President | _____ |
| 11. Introduction of the Speaker or
Special presentation | President | _____ |
| 12. Speaker or special presentation | | _____ |
| 13. Next meeting date | President | _____ |
| 14. Adjourn | President | |

Social time if such time has been planned or if the members are meeting somewhere after the formal meeting for socializing. Announce where everyone will be meeting.

Notes and Tips:

1. Pass out copies of the Agenda when each person checks in at the sign in table
2. Have extra copies of the Minutes of the last meeting (if any) and ask each member if they have reviewed the Minutes in advance. If not give them a copy to read prior to the meeting getting started.
3. Have copies of the Treasurers report to pass out.
4. Reading of the Minutes can be dispensed with, if members have received copies in advance or received one as they checked in.
5. If arrangements have been made for a speaker, Agenda sequence may have to be modified if the Speaker cannot stay for the entire meeting. Ask the Speaker prior to the meeting. If she/he can't stay, let them make their presentation after the reading of the minutes. Make sure to introduce them properly. Ask for a bio in advance.

SAMPLE MEMBERSHIP BOARD OF DIRECTORS MEETING AGENDA

Name of the Club
Membership Meeting
12 April 20____ 6:00 p.m.

Name of the place, address, and room number where the meeting it to be held

- | | | |
|--|----------------|---------|
| 1. Call to order | President | |
| 2. Roll call of members present | Secretary | _____ |
| 3. Introduction of guests (if any) | President | _____ |
| 4. Reading of the minutes of the last meeting | Secretary | _____ * |
| 5. Approval of the minutes of the last meeting | President | _____ |
| 6. President's Report and announcements | President | _____ |
| 7. Treasurers report | Treasurer | _____ |
| 8. Unfinished business from the last meeting | President | _____ |
| 9. Officer and Committee Reports | Presenter | _____ |
| a. Vice President(s) | | |
| b. Committees | | |
| 10. Campus Advisor comments or report | Campus Advisor | |
| 11. New Business | President | _____ |
| 12. Adjourn | | |

Notes and Tips:

1. Pass out copies of the Agenda to each Board member and others present at the meeting
2. Have extra copies of the Minutes of the last meeting (if any) and ask each member if they have reviewed the Minutes in advance. If not give them a copy to read prior to the meeting getting started.
3. Have copies of the Treasurers report to pass out.
4. Reading of the Minutes can be dispensed with, if members have received copies in advance or received one as they checked in.

SAMPLE MEMBERSHIP COMMITTEE MEETING AGENDA

Name of the Club

Membership Meeting

12 April 20____ 6:00 p.m.

Name of the place, address, and room number where the meeting it to be held

- | | | |
|--|---------------------------|---------|
| 1. Call to order | Chairperson | _____ |
| 2. Roll call of members present | Note Taker | _____ |
| 3. Introduction of guests (if any) | Chairperson | _____ |
| 4. Reading of the minutes of the last meeting | Note Taker or Chairperson | _____ * |
| 5. Approval of the minutes of the last meeting | Chairperson | _____ |
| 6. Chairpersons Report and announcements | Chairperson | _____ |
| 7. Unfinished business from the last meeting | Chairperson | _____ |
| 8. Discussion of a specific project, program etc | Committee members | _____ |
| 9. Campus Advisor comments or report | Campus Advisor | _____ |
| 10. Other Business | Chairperson | _____ |
| 11. Adjourn | | |

Notes and Tips:

1. Pass out copies of the Agenda to each Committee member and others present at the meeting
2. Have extra copies of the Minutes of the last meeting (if any) and ask each member if they have reviewed the Minutes in advance. If not give them a copy to read prior to the meeting getting started.

ATTACHMENT G

Guidelines for Taking Minutes

GUIDELINES TAKING MINUTES OF BOARD OF DIRECTOR, AND COMMITTEE MEETINGS

What is the importance of Minutes?

Minutes are the official record of meetings and of actions by the participants in a meeting. They serve as the basis for the history of the Club, short term and long term. Minutes should clearly record important facts and decisions. Minutes are useful to prevent or clarify disputes or questions about a decision or action that may arise at a later date. Minutes also show why certain decisions were made by the participants in a meeting. Accurate minutes also show who was responsible for a given task or project. Minutes should be recorded in a clear, accurate, and a complete report of all business transacted at a meeting and should be worded in simple language.

Ownership of Minutes:

Minutes are the property of the Club and not of the person taking the minutes. If the Secretary resigns or is succeeded by an official election after her/his term, he/she has the responsibility to turn over all minutes and records to the President.

Who takes and types the Minutes?

Board of Director and Membership meetings: The Club Secretary is responsible for taking and typing the minutes from Board of Director and Membership meetings. The Secretary is also responsible for the permanent minute file. The file can be in a file folder, a three-ring notebook or on a CD/DVD. It should be saved and passed along to the Secretary's successor.

Committee meetings: The committee Chairperson appoints someone to take minutes of the meeting. The Minutes should be retained for the permanent record of a committee's work and will be a valuable reference for those who follow in later years. At the end of the year the records of the committee should be given to the Secretary for permanent retention with club records.

When should the minutes be prepared for distribution?

The Minutes should be typed in clear, understandable language with three to four days after a meeting.

Who should receive copies of Minutes?

Board of Director meeting Minutes: When the Minutes are typed a copy should be emailed to all Board members for review and comment while the meeting is still fresh in everyone's mind. The Campus Advisor should be included in the mailing.

Membership meeting Minutes: The same applies as the Board Minutes except they would be emailed to all members. The Campus Advisor should be included in the mailing.

Committee meeting Minutes: The same applies as above, except the minutes would be emailed to the committee Chairperson, committee members, and whoever the Chairperson reports to: such as the Vice President or the President. Include the Campus Advisor in the email.

What if there are corrections to Minutes?

There may be times when some item of business or discussion from a meeting was recorded in error, a name misspelled, or other item that might be incorrect. This is one of the reasons why the Minutes are circulated to the appropriate parties for review. If there are corrections, then make the corrections and re-send the corrected copy to the appropriate parties.

Sending Minutes of a previous meeting, prior to the next meeting.

Whenever a meeting is scheduled and the Agenda sent out, include the Minutes of the last meeting with the Agenda. Even though the participants of a meeting may have reviewed them already, it may be some time before the next meeting. By sending them out in advance with the Agenda, they can be readily approved at the meeting without discussion, since they have been previously approved and corrected if necessary.

What should be recorded in the Minutes?

It is not necessary or recommended record everything that was said at a meeting be recorded in the minutes. However, the minutes should contain enough detail to make them useful if they are ever needed for reference or proof that an action was taken. Below are some items that should be recorded in the minutes:

- The date, time, and place of the meeting
- Whether the meeting was a regular or special meeting. (Special meetings would only apply to the Board and Membership, not committees).
- If there was a waiver of notice, that should be noted. The Constitution and Bylaws provide for holding a meeting with a waiver of notice, only if necessary.
- A list of who attended the meeting. If a Board of Director meeting, also list Directors and Officers who were absent.
- Record that there was a quorum present in compliance with the requirements of the Constitution and Bylaws. If there is not a quorum, business cannot be transacted.
- If a Director meeting when recording votes, list any Director, by name, who abstains from a particular vote.
- Record actions taken at the meeting.
- A summary of key points given from reports
- Summary comments made by a presenter (speaker)
- Action items

Mistakes made in taking minutes:

There are some common mistakes made by the person taking minutes of a meeting and should be avoided, for example:

- Failing to document that a quorum was present.
- Failing to document or record a clear description about a particular action taken
- Drafting a complete detailed record of everything that was said at a meeting.
- Drafting and distributing copies to appropriate meeting participants long after the meeting has taken place decreasing the likelihood that mistakes will be caught and corrected in a timely manner
- Failure to maintain proper minute files resulting in the loss of minutes from past meetings.

ATTACHMENT H

Parliamentary Procedure

- Robert's Rules of Order
- Chart of Motions

ATTACHMENT H

- **PARLIAMENTARY PROCEDURE... WHAT IT IS**
- **CHART OF MOTIONS**

What Is Parliamentary Procedure?

It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

Why is Parliamentary Procedure Important?

Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Robert's Rules of Order, newly revised, is the basic handbook of operation for most clubs, organizations and other groups. So it's important that everyone know these basic rules! A complete copy of Robert's Rules of Order can be found online or in the Campus Library.

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

1. Call to order.
2. Roll call of members present.
3. Reading & approval of minutes of last meeting.
4. President and Vice President(s) reports(s)
5. Treasurer's Report
6. Committee reports.
7. Special orders --- Important business previously designated for consideration at this meeting.
8. Unfinished business.
9. New business.
10. *Announcements.
11. Adjournment.

*Announcements: If there are positive accomplishments since the last meeting, sometimes it best to make them just after the reading and approval of the minutes. This creates a positive impression on the membership. It can be included in the President's report.

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

1. Call to order.
2. Second motions.
3. Debate motions.
4. Vote on motions.

Types of Motions: The attached Chart of Motions explains the types of motions and how make a motion and restrictions.

How are Motions Presented?

1. Obtaining the floor
 - a. Wait until the last speaker has finished.
 - b. Rise and address the Chairman by saying, "Mr. or Madam Chairman, or Mr. or madam President."
 - c. Wait until the Chair recognizes you.
2. Make Your Motion
 - a. Speak in a clear and concise manner.
 - b. Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ...".
 - c. Avoid personalities and stay on your subject.
3. Wait for Someone to Second Your Motion
4. Another member will second your motion or the Chair will call for a second.
5. If there is no second to your motion it is lost.
6. The Chairman States Your Motion
 - a. The Chairman will say, "it has been moved and seconded that we ..." Thus placing your motion before the membership for consideration and action.
 - b. The membership then either debates your motion, or may move directly to a vote.
 - c. Once your motion is presented to the membership by the chairman it becomes "assembly property", and cannot be changed by you without the consent of the members.
7. Expanding on Your Motion
 - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
 - b. The mover is always allowed to speak first.
 - c. All comments and debate must be directed to the chairman.
 - d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished, unless called upon by the Chairman.
8. Putting the Question to the Membership
 - a. The Chairman asks, "Are you ready to vote on the question?"
 - b. If there is no more discussion, a vote is taken.
 - c. On a motion to move the previous question may be adapted.

Voting on a Motion:

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

1. By Voice -- President asks those in favor to say, "aye", those opposed to say "no". Any member may move for a exact count.
2. By Roll Call -- Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
3. By General Consent -- When a motion is not likely to be opposed, the President says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
4. By Division -- This is a slight verification of a voice vote. It does not require a count unless the President so desires. Members raise their hands or stand.
5. By Ballot -- Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

1. Motion to Table -- This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.
2. Motion to Postpone Indefinitely -- This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.

1. Allow motions that are in order.
2. Have members obtain the floor properly.
3. Speak clearly and concisely.
4. Obey the rules of debate.
5. Most importantly, *BE COURTEOUS*.

ROBERT'S RULES OF ORDER CHART PARLIAMENTARY MOTIONS

Part 1, Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.

§ indicates the section from Robert's Rules.

§	PURPOSE:	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

Part 2, Incidental Motions. No order of precedence. These motions arise incidentally and are decided immediately.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§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	No	Yes	No	No	2/3
§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 a rising vote	I move for a rising vote	Yes	No	No	No	None
§33	Parliamentary law question	Parliamentary inquiry	Yes	No	No	No	None
§33	Request for information	Point of information	Yes	No	No	No	None

Part 3, Motions That Bring a Question Again Before the Assembly.

No order of precedence. Introduce only when nothing else is pending.

§	PURPOSE:	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 previous action	I move to rescind ...	No	Yes	Yes	Yes	2/3 or Majority with notice
§37	Reconsider motion	I move to reconsider ...	No	Yes	Varies	No	Majority

ATTACHMENT I

Committees

- Useful tips for a Committee Chairperson
- Committee Chairperson – Job Description
- Committee Member- Job Description
- Project Planning Guide

ATTACHMENT I

USEFUL TIPS FOR COMMITTEE CHAIRPERSONS

Being selected to Chairperson is a great opportunity to develop leadership, management, public speaking, and other skills. However, being a Chairperson of a committee has certain responsibilities. The Chairmanship of a committee

In addition to specific roles required by the activities of individual committees, chairs of committees are expected to guide their committees and work to develop necessary work plans and meeting agendas. Chairs should

- Approve reports of committee meetings before their distribution
- Report to the committee on decisions of the Board that affect the committee's work
- Where appropriate, guide the committee in proposing new activities and service that will further the mission and goals of the organization
- Where appropriate, make recommendations to the president for transmission to the Board

Structuring a Committee Meeting

- Provide an agenda sheet with the beginning and ending times for the meeting, meeting location, a list of committee members, and the agenda of topics.
- Sequence agenda items thoughtfully. Start the meeting with topics that will unify the committee, and with topics that will require mental energy, creativity, and clear thinking. Do not put difficult topics back-to-back. Make the first few topics quick-action items. End with topics that should unify the committee.
- Indicate whether the item is for discussion only or if action is expected.
- Identify the person who is presenting each item.

Facilitating the Meeting

- The committee belongs to the Club, not to the chair: the chair's primary role is as facilitator.
- Guide, mediate, question, and stimulate discussion. Monitor talkative members and draw out silent ones.
- Encourage a clash of ideas, but not of personalities. If emotions run high over a difficult issue, return the floor to a neutral person, seek a purely factual answer, or take a break.
- Keep discussions on track; periodically re-state the issue and the goal of the discussion.
- In moving toward a decision, call on the **least senior or vocal members first** to express their views. Discussions tend to close down after senior members express strong views.
- Seek consensus; although unanimity is not required.
- Announce the results of actions taken and explain the follow-up to be taken and by whom.
- Close the meeting by noting achievements

Written Report of Committee Meeting

- Appoint someone to take good notes of the meeting. It is important to keep a record of what the committee is discussing and plans of action.
- Include the date, time, and place of the meeting. Note the name of the chair, members present and absent, and other key people in attendance.
- Note all formal motions and report on passage or defeat.
- Note all decisions reached, including motions passed and follow-up actions to be taken, with deadlines for implementation
- Include brief summary of discussions. Do not attribute comments to members except possibly where formal motions are introduced.
- Provide information on the time and place of the next meeting
- Meeting reports should be prepared as soon as possible (and within 30 days) after the meeting. They may be shared with the committee with a request that members contact the chair or staff liaison if errors are noted.
- Preserve the minutes for background in reporting to the Board or the Membership on what the committee is doing, their achievements etc.

Responsibilities of Committee members:

Serving on a committee is a privilege and a learning experience. Committee members should take the work or service, assigned by the Chairperson seriously and carry out their assignment with diligence. The success of a committee depends on the contribution of each member. And the success of a Club depends on the success of the Board and Club Committees. “A chain is only as strong as its weakest link.” Performing well on a committee leads to greater responsibility in the future.

HAVE FUN:

Whether you are a Committee Chairperson or Committee member, have fun and enjoy what you are doing. The relationships and connections developed while working on a committee can lead to long term friendships and those relationships might be of benefit in future years. When someone knows that you take your responsibilities seriously and do a good job, they remember it.

JOB DESCRIPTION

COMMITTEE CHAIRPERSON

Position: Committee Chairperson

Reports to: Assigned officer or the President as applicable

Responsible to: The Board of Directors

Duties and Responsibilities: The Committee Chairperson shall:

Duties of the Committee Chairperson: The Chairperson of a program, project, event, or activity shall be responsible for preparing the Project Planning Guide, with the advice of the Campus Advisor and other appropriate parties, for presentation and approval of the Board of Directors or the Executive Committee as appropriate and completing the follow up report at the conclusion of the project, program, event, or activity, for the permanent Club records. The Chairperson is responsible for overseeing and ensuring that the program, project, event, or activity, is implemented in accordance with the Proposal

- If the Committee is a Standing Committee, review the Bylaws and understand the purpose of the Committee
- If the Committee is an Ad Hoc Committee, carry out the responsibilities and duties as set forth by the President or the Board of Directors
- Assist in recruiting Committee members.
- Provide each Committee member with a copy of the Committee Member Job Description
- Prepare and Submit a Project Planning Guide for assigned projects, programs, activities, to the Board of Directors for approval.
- Complete the Planning Guide when the project, event, or activity is accomplished and submit to the Board and Secretary for the Club's permanent records.
- Schedule committee meetings and send out notices to committee members with copies to the appropriate officer
- Plan Agendas for committee meetings along with any supporting materials. Send copies to committee members and appropriate officers at least 5 days in advance of the meeting.
- Preside at meetings of the Committee.
- Attend all meetings of the Committee
- Respect your time and the time of Committee members. All are volunteers.
- Ensure that the proceedings of the minutes are recorded
- Motivate the members to accomplish the purpose and tasks of the Committee

JOB DESCRIPTION

COMMITTEE MEMBER

Position: Committee member

Reports to: Committee Chairperson

Duties and Responsibilities:

The role committee members play is an important one. The success of the committee depends on the contributions made by each of its members. Duties and responsibilities include:

- Attend all committee meetings.
- Review the agenda and accompanying materials *prior* to attending committee meetings. Seek clarification of any items that are not clear.
- Stick to the agenda during the meeting. Don't stray from the prepared agenda, unless there is need to add an item on the agenda. .
- Do not hesitate to comment, criticize **constructively** or disagree in an **agreeable** manner.
- Accept individual responsibility and carry out your committee assignment to the best of your ability.
- Offer creative ideas on how to better accomplish an assigned task

Tip: Keep in mind that the volunteer group has authority to make committee decisions and to act on them, not individual members. Once the committee has agreed to a course of action, each member should support the group and carry out their individual assignment or task.

COMMITTEE PROJECT PLANNING GUIDE

PROJECT/PROGRAM/EVENT/ACTIVITY

Purpose:

The purpose of this Project Planning Guide (PPG) is to help Committee Chairpersons and committees learn to plan, organize, budget, implement, evaluate, and submit a final report on a project. It is to be presented to the Board, or the Executive Committee if appropriate, for approval prior to the implementation of a committee project. **Note:** Where used the term “project” is used to mean any project, event, program, or activity.

Personal growth benefits to users of the PPG and benefits to the Club:

The PPG will help users develop or enhance personal leadership, presentation, organization, planning, budgeting, analytical, evaluation, follow-up, and reporting skills through Club projects. Developing these practical skills contribute to the personal growth and development of members and will be of use in whatever future career path members may take.

The PPG serves as a permanent record of a Committee’s work and a valuable reference tool for future committees.

Process:

- The Club members decide on annual goals and objectives. Specific projects, programs, events, and activities are then determined based the goals and objectives. Goals are assigned to a committee. The Committee determines the objectives and resources needed to accomplish the goal.
- The President appoints a Committee Chairperson. The Chairperson recruits committee members. The committee reports to an officer assigned by the President.
- The Committee has a meeting to plan for the assigned goal, project, event or activity, using the Planning Guide.
- The Committee presents the Planning Guide to the Board for approval. This can be done at a formal board meeting, or by email and asking for a quick response. In the event the board does not meet frequently, it can be submitted to the Executive Committee for approval, if the Club has one.
- The project is implemented by the Committee. Actions taken by the committee are recorded as the activity proceeds. If parts of the plan are not working or need to be modified, the committee evaluates their plan, the appropriate modifications made and a report given to the Officer to whom the Committee reports.
- At the end of the project, a completion report is prepared and a report given to the Board or at a Membership meeting. The Planning Guide is retained as part of the Club’s permanent record.

HOW TO USE THE GUIDE

PLANNING:

1. On the appropriate page enter the name of the project, event, program, or activity. Follow this with a listing of the goal of the committee and specific objectives to be accomplished. Type or print legibly in clear, simple, language.
2. Give a brief description of the project, event, program, or activity. For example: Conduct a Model OAS Forum (either on Campus, in partnership with another college/university, on a regional basis etc.)
3. What are the specific manpower requirements? How many members will be involved and what will their specific assignments be. List names and responsibilities.
4. What materials will be needed, supplies, and resources?
5. Complete a proposed budget with all estimated income and expenses.
6. List all the specific actions needed to bring the project, event, program, or activity to a successful completion with dates to be accomplished by each action step.
7. Prepare a budget with estimated income, from all sources, and estimated expenses. At the end of the project list the actual income and expenses.
8. Submit the completed Guide to the Board, or Executive Committee, for final approval.

IMPLEMENTATION:

1. List the beginning date and estimated completion date.

EVALUATION:

1. Record any revisions or modifications to the original plan.
2. Report revisions or modifications to the Officer to whom the Committee reports.

COMPLETING THE PPG AND PRESENTING FOR THE PERMANENT RECORD:

1. The Chairperson completes all information and prepares a report to the Board, with measurable results of the specific goals/objectives, and completes the financial statement with actual income and expenses.
2. Describe the impact/benefits of the project, event, etc. on the Club, individual members (how did they benefit), the Campus or community as appropriate.
3. Make any recommendations of use to a future Chairperson/committee.

Note: If one is available review a previous Planning Guide for the particular project the committee is responsible for.

PROJECT PLANNING GUIDE

1. Project, event, program, or activity name:

2. Write a brief description of the project.

Description:

3. Primary purpose. (How does the project contribute to advancing the mission of the Club and how will it benefit members?)

The main purpose (goal) of this project is to:

4. Estimated starting date of the project:_____

Ending date:_____

5. What are the goals/objectives of the Committee to accomplish the project?

A.

B.

C.

D.

E.

F.

G.

H. \$ _____ is needed to complete the project.

I. Promote the project within the Club, on and off campus.

6. Specific human resource needs duties and assignments:

A. How many committee members will be required to successfully complete the project?

B. In addition to the committee, how many members at large may be needed for assistance? _____

C. Will any non- members will be needed to assist? If so how many? _____

7. Committee Structure:

A. Club President: Name _____

Tel _____ Email _____

Duties:

1. Ensures that the goals established by the Club are accomplished.
2. Assigns a Committee Chairperson.
3. Serves as an ex-officio member of the Committee for this project.
4. _____

B. Vice President: Name: _____

Tel: _____ Email _____

Duties:

1. Assists the Chairperson in any way necessary for the successful completion of the project.
2. Assists the Chairperson and committee members in planning of the project and ensures the Committee Chairperson completes the Project Planning Guide.
3. Assists with any required training of Committee members.
4. Attends committee meetings as an ex-officio member.
5. _____

C. Committee or Project Chairperson:

Name _____

Tel _____ Email _____

Duties:

1. Carry out the duties as stated in the Committee Chairperson Job Description.
2. Recruit committee members; ensure each has a copy of the Committee Member Job Description, the Chairperson/Committee Planning Guide working with the committee and the Vice President responsible for committee oversight.
3. Assign tasks (action steps) to sub chairperson(s), if needed, and committee members.
4. Assist with publicity of committee activities at Membership meetings.
5. _____

D. Finance Sub-Chairperson Name _____

Duties:

1. Assist the Chairperson in preparing the budget for the project
2. Keep track of the financial records for the project.
3. Receive invoices/bills for materials or services.
3. Arrange for the Club Treasurer to pay bills.
4. Assist the Chairman in completing the actual expenses on the budget at the completion of the project.
5. _____

Committee Roster
(Create as many roster sheets as needed)

Project Name: _____

Committee member: Name _____

Tel _____ Email _____

Duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Committee member: Name _____

Tel _____ Email _____

Duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Committee member: Name _____

Tel _____ Email _____

Duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Committee member: Name_____

Tel_____Email_____

Duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Committee member: Name_____

Tel_____Email_____

Duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Committee member: Name_____

Tel_____Email_____

Duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

8. What specific materials, supplies, and resources will be required to successfully complete the Project (from the Club, the Campus, or others)? How will they be obtained, by whom? Will supplies or materials have to be paid for or will they be donated? Who will supply resources? (funds, expertise, manpower, other resources)?

A. Materials to be provided by the Club (list as many items or resources, as required)

For example:

1. Chairman's Planning Guide from a previous project.
2. Club membership roster (for contacting members for additional help if needed)

Date needed: _____

Member responsible for getting the materials: _____

B. Resources: _____

Example:

1. Funds from the Club
3. Club Newsletter articles
4. Information published on Website, if one exists
5. External publicity

Date needed: _____

Member responsible for getting or arranging _____

C. Materials and resources not provided by the Club

Items: _____

Supplier: _____

Address: _____

Member responsible: _____

Date needed: _____

Donation or purchase _____

Cost if purchased _____

Resources: _____

Date needed: _____

Member responsible for getting or arranging _____

Cost if purchased _____

Donated funds, materials, or items: _____

9. List specific steps (action items) needed to successfully complete the project, indicating planned dates for each action.

<u>Date</u>	<u>Action steps to be taken</u>
___/___/___	PPG approved by the Board, Executive Committee, or membership
___/___/___	Agree to serve as Chairperson
___/___/___	Committee assembled
___/___/___	Completed first eight (8) questions
___/___/___	
___/___/___	
___/___/___	
___/___/___	
___/___/___	
___/___/___	
___/___/___	Completed estimated budget
___/___/___	Anticipated date of the actual event, program, activity, or project
___/___/___	
___/___/___	
___/___/___	
___/___/___	
___/___/___	Final report to the Membership
___/___/___	Project Planning Guide completed

Evaluation/Revisions to Plan

10. Record any revisions to the Plan

Date: _____

Revisions: _____

Date: _____

Revisions: _____

Date: _____

Revisions: _____

Date: _____

Revisions: _____

Date: _____

Revisions: _____

Date: _____

Revisions: _____

11. Give specific and measurable results for each goal/objective established. The primary purpose of this project was/was not achieved _____

A. _____
This goal/objective was/was not achieved

B. _____
This goal/objective was/was not achieved

C. _____
This goal/objective was/was not achieved

D. _____
This goal/objective was/was not achieved

E. _____
This goal/objective was/was not achieved

F. _____
This goal/objective was/was not achieved

G. _____
This goal/objective was/was not achieved

H. _____
This goal/objective was/was not achieved

I. _____
This goal/objective was/was not achieved

12. List benefits of project to the Club. How did it help achieve the purpose and mission of the Club?

13. List benefits to the individual members who participated on the committee.
14. List any benefits to the Campus from the project and/or the local community.
15. List recommendations or solutions for a future Chairperson.

Name of Project: _____

PROJECT BUDGET

The purpose of this part of the PPG is to plan and record the project's estimated income and expenses and record actual income and expenses, and the %variation in proposed budget to actual expense, when the project is completed.

	<u>Proposed Budget</u>	<u>Actual Expense</u>	<u>% Variation</u>
Income:			
Funds from the Club (if any)	\$		
Other sources of income (list)			
Value of donated items			
Total Income:			
Expenditures:			
Expenditure of donated items			
Other expenses (list)			
Return of initial funds to the Club (if appropriate)			
Total Expenses			
Profit or (loss) of the Project			

ATTACHMENT J

Officer Transition Manual

If your Campus has a Student Organization Officer Transition Manual, you can access it from your Campus website; or

The University of Kansas has given permission to download the KU Student Organization Officers Transition Manual

The KU Officer Transition Manual has a wealth of information.

www.ku.edu

In the Search Box, enter **Officers Transition Manual**