



**Altrusa
International, Inc.**

Club President's Handbook

*Altrusa: Leading in Service
— Giving the gifts
of leadership and service
to communities worldwide.*



Altrusa International, Inc.

Club President's Handbook

**332 South Michigan Avenue, Suite 1123
Chicago, Illinois, USA 60604-4305**

**Telephone: 312/427-4410
Fax: 312/427-8521**

**<http://www.altrusa.com>
email: altrusa@altrusa.com**

TABLE OF CONTENTS

This handbook has been designed as a reference library. Club presidents are encouraged to copy appropriate sections to share with other club officers, committees, newsletter and yearbook editors, etc. The more fully this handbook is used, the more complete will be our leadership training program.

Section	Page
1 The President	1
2 Leadership	11
3 Effective Meetings	32
4 Planning and Evaluating	54
5 Altrusa's Structure	78
6 The Board of Directors	83
7 Effective Committees	95
8 Club Finances	111
9 Membership	123
10 Image Building	139
11 Communications	149
12 Club Visits	162
13 Files and Reports	166
14 Awards	169
15 The Altrusa International Foundation	199
16 The International Office	205
17 Bibliography and Index	211

Section

1 The President

What Is a President?

Club President's Responsibilities

Basic Tools of the Job

President's Monthly Checklist

Tips for the President

How Do You Know When You Are on the Right Track?

*Prayer of a president—
“Please make my words be true
and pure, for at question time
I may have to eat them.”*

WHAT IS A PRESIDENT?

A president in Altrusa is a leader whose influence affects all members in her/his club. The level of morale, enthusiasm, and dedication of the club members is in large part a measure of the president's leadership qualities.

Because none of us is infallible, you will make mistakes. The worst mistake you can make is not to face up to your errors. People are forgiving when you do and they will respect your integrity.

There may be times when you feel that the leadership responsibility is too heavy. Be of good cheer; these lows are more than offset by the rewards that will come to you in little ways.

Keep in mind the reason you became a member of Altrusa, the principles and objectives of membership, and the inspiration you can give to others to rise to high levels of leadership.

Presidents are...

P repared	Plan your meeting well in advance and prepare an agenda . Statements such as “I forgot” or “I left that at home” reduce your effectiveness in the eyes of the members.
R esourceful	Never have a bewildered look. If the speaker fails to arrive or the panel “falls apart,” wing it, always have an “ace in the hole.”
E nthusiastic	Look vibrant, interesting, and alive. The lack of enthusiasm or its abundance can be as contagious as “the 24 hour virus.”
S ympathetic	Lend an ear, but do not over do it. You owe your time and energy to all and not just to a few. Beware of the constant complainer!
I nterested	Do not spread yourself too far or you will not be effective in any area. Keep your eye on what you wish to accomplish.
D evoted	Devotion to the club is necessary; however realize you are not “married” to it. Possessiveness can be fatal! You belong to the club, it does not belong to you.
E nergetic	It takes a lot of energy so utilize your members. Delegate so you will not have a nervous breakdown during your term.
N eutral	As president, you are an impartial judge. Do not try to influence. Hear both sides before giving your opinion or making a decision.
T actful	The ability to get along with people is a valuable asset. Do realize—your members are giving of their valuable time and money to the organization.
S incere	Believe deeply in your club. Do not use the office as a stepping stone for personal advancement. Give praise generously—it helps to make your job easier!

CLUB PRESIDENT'S RESPONSIBILITIES

As the club's top officer, the president holds the club's most challenging position. At the same time, the office of club president offers the most reward as it is the office most able to move the club forward. With the help of the board and individual committee members, the president can help the membership attain exciting new service achievements as well as gain greater community recognition for the club. In addition, presidents develop the type of leadership skills that are needed and drawn upon by the District when slating officers and appointing committee chairs and by International when making committee appointments.

President's responsibilities to the club

- Assume the leadership role of president.
- Prepare a written agenda for all club meetings.
- Preside with enthusiasm at meetings.
- Express appreciation for club achievements.
- Follow approved parliamentary procedure.
- Make sure your club has a strategic plan and that it is being implemented and monitored yearly.
- Share District and International communications involving membership.
- Share pertinent information from District and International mailings with officers and committee chairs as soon as possible.
- Oversee the proper functioning of club committees.
- Sign all membership certificates.
- Serve as the club's community representative, attending functions where Altrusa should be represented, or appointing another member to serve as the club's representative.

President's responsibilities to the board

- Schedule a time and place for regular board meetings.
- Prepare an agenda for board meetings and advance a copy to every board member.
- Preside at board meetings and follow approved parliamentary procedure.
- Allow time for full discussion of business.

- Prepare or assist another board member in preparing the board’s actions and recommendations in concise and clear language before presenting them to the club for its approval.
- Give advance notice of business to be considered by the club when the Bylaws so specify.

Responsibilities to the District

- Keep lines of communication open between District Officers and Committee Chairs.
- Work to have the club’s full delegation of representatives attend District Conference.
- Ensure that the club submits entries for District award competition.
- Keep club members aware of the scope of their membership by encouraging participation in District functions.
- Send recommendations approved by the membership to the District Bylaws, Resolutions and Recommendations Committee Chair for future consideration by the District Board of Directors or delegate body.
- Make sure that all District reports are filed on time.
- Direct the arrangements for the official visit of the District Representative. Once the time of the visit is established, it is the president’s responsibility to do the following:
 1. Advise the District Representative of any club problem or concern that should be addressed during the visit.
 2. Provide the District Representative with a current yearbook and several back issues of the club newsletter.
 3. Oversee the local arrangements, such as accommodations (paid by the District) and publicity.
 4. Arrange for the District Representative to meet alone with the board of directors.

Responsibilities to International

- Implement the Altrusa International Long Range/Strategic Plan by making the biennium strategies an integral part of the total club program.
- Keep members “thinking International” by raising their sights to the scope of their membership.
- Relay any International Bylaw or Policy change or other International Board or Foundation decision to the club membership.
- Work to have the club’s full delegation of representation attend International Convention.

- With the approval of the club membership, send written statements in support of candidates to the International Nominating Committee.
- With the approval of club membership, send recommendations to be considered by the International Board of Directors or delegate body to the International Bylaws, Resolutions and Recommendations Chair.
- Make sure that all reports required by International are filed on time.

BASIC TOOLS OF THE JOB

Be knowledgeable—be familiar with and have copies of each of these important pieces of material.

_____ ***Altrusa International Encyclopedia:*** Contains everything you will ever need to know about Altrusa, except for Bylaws and Policies.

Bylaws and Policies: International and District Bylaws and Policies, and local club Bylaws are to be used in conjunction with your club policies. Have this document at all club meetings.

Point of Order: A useful booklet containing the basics of parliamentary procedure.

Club President's Handbook: Contains information about leadership and planning.

Altrusa Accent: A communication sent by the International office to club presidents. Make sure you distribute information in the *Altrusa Accent* to the appropriate officer, chairman, or member.

Calendar: A necessary tool for you to work efficiently. Make one for yourself incorporating the dates in the *Club President's Handbook*.

The gavel: Meant to be used only at the appropriate times.

Classification Guide: Includes membership and classification help.

District Service Bulletin: Keeps you informed concerning matters in your District.

Altrusa Accent and ***International Altrusan:*** Keep you attuned to matters at the International level.

Club History: Contains History of club.

Brochures: Include *The Altrusa Tradition*, *What is Altrusa?*, the *Sponsors Guide*, as well as locally prepared brochures.

PRESIDENT'S MONTHLY CHECKLIST

June

- .. Present budget at business meeting for adoption.
- .. Present club calendar for the year at business meeting.
- .. Begin having committees develop projects.
- .. Develop yearbook with Yearbook Committee.
- .. Publish first newsletter.
- .. Club's fiscal year begins
- .. Remind treasurer to send \$20.00 to International for Convention fee (billed with dues).
- .. Dues must be mailed by June 15 to avoid penalty.
- .. Discuss proposed Bylaws and Resolution changes and Nominees to be presented at the International Convention.
- .. At Board Meetings, approve new Bank Signature Authorizations.

July

- .. Attend International Convention (odd years).
- .. July 10: last day for members to pay membership dues before required to pay reinstatement fees
- .. Begin selection of Make a Difference Day project.

August

- .. Start encouraging members to attend fall workshop.
- .. Following International Convention, review Bylaw changes with members (odd years).
- .. Report from delegates to International Convention (odd years)

September (Literacy Month)

- .. Celebrate International Literacy Day on September 8.
- .. Review club responsibilities for the visit of District Board member.
- .. **Prepare for fall workshop.** Plan to attend.
- .. Evaluate the first three months of club activities and attendance; make changes if they are needed.
- .. Plan and publicize activity for Make a Difference Day.
- .. Send copy of club yearbook to District Officers and one copy to the International Office.

October

- .. Attend fall workshop.
- .. Remind treasurer to mail any contributions to the International Foundation Grant Program.
- .. If necessary, file IRS Form 990 by October 15. (If the club has a Local Foundation, two Form 990s may be necessary.)
- .. Send Make a Difference Day pre-report to International Office.
- .. Work on member recruitment.
- .. Participate in Make a Difference Day.

November

- .. Reports by members attending workshop
- .. Begin work on election of club Nominating Committee.
- .. Send final report on Make a Difference Day report to International Office.

December	<ul style="list-style-type: none"> .. Half-year dues for new members December 1 through March 31 .. Observe holidays with meaningful program. .. Midyear review of Strategic Plan .. Midyear evaluation of Club Program
January	<ul style="list-style-type: none"> .. Elect club Nominating Committee. .. Have Bylaws, Resolutions and Recommendations (BRR) Committee start work on changes in Bylaws. .. Elect Delegate/Alternate to District Conference at least 60 days prior to Conference. Send names of Delegates and Alternates to the District Secretary. .. If club has Local Foundation, send Local Club Foundation Annual Report to International Foundation by January 15. .. Add An Altrusan Day
February	<ul style="list-style-type: none"> .. Report of club Nominating Committee .. Start campaign for Conference attendance. .. Watch District literature for due dates for Mamie L. Bass, Letha H. Brown and Dr. Nina Fay Calhoun award applications.
March	<ul style="list-style-type: none"> .. Election of Officers and Directors .. Have secretary send list of newly-elected Officers to District Governor and International Office on forms provided within 10 days of election. .. Give copy of Incoming President's Calendar to newly-elected president. .. Start work on club's activity report (due May 31). .. Encourage incoming president to select Committee Chairmen. .. Plan to attend District Conference. .. Incoming Committee Chairs meet with outgoing Committee Chairs for committee update.
April	<ul style="list-style-type: none"> .. Celebrate Altrusa Awareness Day on Altrusa's birthday, April 11. .. Elect International Convention delegates and alternates (odd years). Send delegate list to International Office at least 90 days prior to Convention. .. Solicit club contribution to Altrusa International Foundation Endowment Fund. .. Meet with incoming and outgoing Board to transfer materials. .. Request Officers/Chairmen prepare annual reports. .. By 4/30, send list of newly-appointed Chairmen to District Governor and International Office on forms provided. .. Assist incoming president and Finance Committee with budget. .. Members initiated between 4/1 and 5/31 pay full-year dues good through 6/1 of next year .. Plan installation of new Officers and Directors.
May	<ul style="list-style-type: none"> .. Preside at annual meeting and installation of Officers. .. New board in charge immediately following installation. .. Club Activity Report due May 31. Send a copy to District Chairman and International Office to be considered for Distinguished Club award. .. Community Leadership Award nomination to International Foundation .. ASTRA Club Service Award entry due to International .. Dues and International Convention fee are due by June 1.

TIPS FOR THE PRESIDENT

The following in no way precludes studying the remainder of this handbook, but is an effort to point out some of the essential factors that will keep your year as president running smoothly.

Preparation for becoming president

- Become familiar with *Point of Order*, *Altrusa Encyclopedia*, *International Bylaws and Policies*, and this handbook.
- Study all up-to-date Altrusa publications. Share with appropriate Committee Chairmen.
- Orient your Officers/Committee Chairs and give them written job descriptions.
- Study your club's Strategic Plan, District Strategic Plan and the International Long Range/Strategic Plan. With your members or a committee, write your club's **yearly action plan**. Make sure all Committee Chairs know and understand what is expected of their committee in the plan
- Work with your newsletter editor concerning your first edition; consider including a president's column, distribution time frame, types of articles you want to include, and format.

The meeting

- Preside from an agenda. Prepare a new one for each meeting. When preparing the agenda, contact your Officers and Committee Chairs if they will be expected to make a report.
- Try to avoid the use of the personal pronoun "I." Write the word "chair" in the margin of your agenda where you will see it. That will remind you to refer to yourself as "the chair."
- Call to order—give **one rap** of the gavel.
- Keep the meeting moving. Interest slows when action slows. The chairman sets the standard, the pace, and the quality.
- Be enthusiastic—it's contagious.
- Refer to Section 3, Effective Meetings, for more information.

Trouble shooting

- Keep your sense of humor. You may need it!
- Follow the monthly checklist for the president (pages 6 and 7).

- If a member of your Board does not perform satisfactorily, handle the situation promptly. It will only get worse if you don't.
- Try to be available for all functions—service projects, fund raisers, Committee meetings, etc. If you cannot attend ask the president-elect or another officer to go in your place. This is the best way to know what is happening in your club. Don't assume Committees are functioning!
- Offer club members an opportunity to indicate their like or dislike for projects. Develop a midyear evaluation.
- Include the president-elect or first vice president in as many phases of the organization as possible. You are her/his mentor. Prepare her/him to take over after your term is finished.
- Check with the treasurer periodically to be sure that all new member information and address changes have been submitted appropriately.
- Half-year dues are in effect from December 1 through March 31. New member dues paid in April and May cover the remainder of the current year, plus all of the next year.
- Are your members aware that they may attend Board meetings? Make them all feel welcome.

Communications

- Relay all International, District, and local correspondence promptly to the appropriate member. Pay special attention to each piece of information in the *Altrusa Accent* sent to club presidents from the International Office.
- Answer all mail promptly.
- If funds permit, share club newsletters with all District Officers, the International Office, and the International President. At a minimum send copies to the District Governor and the International Office.

Special events

- Strive to enter all District and International award competitions.
- Announce and promote all upcoming meetings, workshops, District Conferences, and International Conventions. Encourage your members to be active on all levels of the organization. Ask delegates to give a report.

Evaluation

- Plan a midyear evaluation and end-of-year evaluation of your strategic plan and yearly action plan.
- Evaluate your personal performance against personal expectations.
- Periodically evaluate your Officers/Committee Chairs.

HOW DO YOU KNOW WHEN YOU ARE ON THE RIGHT TRACK?

You are on the right track when you can answer “yes” to the following questions:

- ⌞ Am I at peace with myself?
- ⌞ Do I have enthusiasm and a positive attitude in everything I undertake?
- ⌞ Am I flexible and adaptable, not bound by preconceived notions, nor stymied by unexpected road blocks?
- ⌞ Is my vision broad enough so that I am concerned with more than solving problems and directing people and can spark new ideas, look ahead, and anticipate?
- ⌞ Do I have a well-developed sense of empathy so that I put myself in another person’s place and see her/his situation as she/he sees it?
- ⌞ Do I have patience so that I can let a person gain experience by doing rather than jump in and take over?
- ⌞ Do I encourage and fairly consider the ideas of others?
- ⌞ Do I take suggestions and criticisms without feeling resentful?
- ⌞ Do I have a sense of humor so that life is not all “do or die” and I can laugh at myself and admit my own mistakes?
- ⌞ Am I generous enough in sharing the praise that comes with a job well done when it involves the efforts of others?
- ⌞ Do I discipline myself in the ways needed to do the job and maintain purpose and balance as a leader in life?

Section

2 Leadership

Leadership: A Definition

Skills for Effective Leadership

Five Concrete Steps to Natural Leadership

Five Styles of Leadership

Volunteers Have Needs

Problem Solving

Tips for Balancing Home, Work, and Altruism

*“Each time we ask more of ourselves
than we think we can give...
And then give it...
We grow.”*

— Cicero —

LEADERSHIP: A DEFINITION

Leadership has been defined by Emily Morrison as *the art of getting or inspiring people to do something with the focus on people*. By contrast, management deals with the allocation of resources associated with a task. In Altrusa it takes both to get the required balance. A leader has only so much power over others. It is useful, positive, and creative power if it includes finding the best people for the jobs—people who receive satisfaction in return for their giving. This requires meeting the needs of others so that they will meet your needs as a leader.

To have an effective relationship between president and members or chairman and committee, there must again be a balance. This should reflect how much both the leader and the members are getting out of the relationship. If one tends to gain more, and this is conspicuous to the other, productivity diminishes. Volunteer work requires each person receive her/his needed degree of satisfaction.

As we study leadership we will look at the needs of both the leader and the member and how the leader can insure that all members receive satisfaction. The following section deals with the styles of leadership, the various leadership skills, and the needs of the volunteer. All of which are important to understand as an Altrusa leader.

(Adapted from Morrison, Emily, page 61)

Leading is about effectiveness.

Leadership is about trust; it is creative and adaptive.

Leaders inspire people and empower them; they pull rather than push.

An effective leader is not “born,” but is always learning.

Every leader leaves a legacy—a foundation for the future.

What leadership means

- *Leadership* is “influence” directed toward attaining goals and is achieved through communication.
- *Leadership* is influencing people beyond routine compliance with direction and orders.
- *Leadership* is an act that causes others to respond in a positive manner.

- *Leadership* is the key dynamic force that motivates and coordinates an organization to accomplish its objectives.
- *Leadership* is the ability to inspire confidence and support among the people who are needed to attain organizational goals.

(DuBrin, Andres, pages 4 and 5)

Seven traits of a leader

Are leaders born or made? Can you learn superior leadership skills? Yes, experts agree that leadership can be learned. They have noticed seven specific actions that successful leaders carry out, regardless of the organization or cause they lead.

Effective leaders:

- Make others feel important. If your goals and decisions are self-centered, followers will lose their enthusiasm quickly. Emphasize their strengths and contributions, not your own.
- Promote a vision. Followers need a clear idea of where you're leading them, and they need to understand why that goal is valuable to them. Your job as a leader is to provide that vision.
- Follow the Golden Rule. Treat your followers the way you enjoy being treated. An abusive leader attracts few loyal followers.
- Admit mistakes. If people suspect that you're covering up your own errors, they'll hide their mistakes, too, and you'll lack valuable information for making decisions.
- Criticize others only in private. Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.
- Stay close to the action. You need to be visible to members of your organization. Talk to people, observe other organizations, ask questions, and observe how other groups do business. Often you will gain new insights into your work and find new opportunities for motivating your members.
- Make a game of competition. The competitive drive can be a valuable tool if you use it correctly. Set team goals, and reward members who meet or exceed them. Examine your failures and celebrate your group's successes.

(“Manager’s Intelligence Report”)

***The growth and development of people is
the highest calling of leadership.***

— John Maxwell —

SKILLS FOR EFFECTIVE LEADERSHIP

The skills required for effective leadership are multifaceted. Often a leader feels that she/he must be everything to everyone. Understanding the skills of an effective leader will help to eliminate the feelings of frustration. The following is a list of the major leadership skills; all of which can be learned.

Assessing or evaluating

The successful leader assesses constantly and offers the membership an opportunity to evaluate club progress.

- She/he analyzes:
Personal performance against planned objectives
Performance of officers and chairmen
The success of the club in achieving club, District, and International goals
- She/he offers the opportunity for every Altrusan to assess the club in relation to club, District and International goals
- She/he assesses your club through the completion of a **Club Activity Report**. Keep a copy, send one to the appropriate District person, and to the International office. (See Section 13)

Commitment

Commitment is central to the **volunteer experience**. It is shaped by a person's values and beliefs. One becomes committed to something. In Altrusa commitment is as important to the members as it is to the leaders. To have a successful club everyone must experience commitment.

- Commitment is a deeper feeling than motivation. It is linked to core values. Motivation inspires a person to join an organization, whereas commitment often develops or deepens after the member becomes part of the club.
- Commitment can change and evolve over time. It goes deeper than motivation and will likely involve a shift in "values."
- Commitment cannot be imposed from the outside.
- Commitment needs to be understood. Through subtle questions and observation we can learn the objects of a member's commitment
- The starting point for commitment may develop by becoming accustomed to an organization.
- Members look first for a possible focus for commitment from other members or in the organization itself, then to the mission or the vision of the organization.

- We must plan and develop programs that draw on members' commitment and deepen it at the same time.

Let your members see your commitment to Altrusa and encourage them to experience that same deep sense of commitment.

Communication

Leadership calls for clear, concise communication about goals, performance, expectations, and feedback. It is a two way exchange. The speaker sends a message through words and actions. The listener receives a message and acknowledges it through words and actions. Both the encoding and the decoding process are necessary before communication is complete.

Along with speaking and listening, effective communication involves body language, facial expression, eye contact, methods of handshaking, etc. It is as multifaceted as leadership itself and should be the subject of a complete workshop.

Tip: Know when to back off! Don't nurture until you smother your members. Independent minded people may resent being nurtured. The best approach in this case is to simply be a good role model.

Powerful and dramatic communication facilitates influencing and inspiring people. To help people develop and grow, a more mellow type of communication is needed. Effective leaders use **supportive communication** to nurture group members and bring out their best. This is important in Altrusa as we develop leadership skills in our members.

Supportive communication is defined as a communication style that delivers the message accurately and supports or enhances the relationship between two parties. Supportive communication has seven principles or characteristics:

- **Problem oriented, not person oriented.** Most people are more agreeable to a discussion of what can be done to change a method than to change them.
- **Based on verbal and nonverbal communication being congruent.** This means your words, body language, and facial expressions are all in agreement with one another and that you don't send any mixed messages. For example, if you say, "I really like you," but you have your arms folded and a scowl on your face, that's a mixed message.
- **Validates never invalidates people.** It makes a person feel good because it accepts the presence, uniqueness, and importance of the person.
- **Specific, not general.** Most people benefit more from specific rather than general feedback.
- **Linked logically to previous messages, thus enhancing communication.** It is easier for group members to follow the leader's thoughts when communication has a logical link to what has just been communicated.
- **Owned, not disowned.** Don't attribute the authority behind your ideas to another person. Effective communicators take responsibility for what they say

- **Requires listening as well as sending messages.** A key strategy for helping people grow and develop is to allow them to be heard.

Be supportive in your method of communication. It will pay off ten fold as you see your members become effective leaders.

(Adapted from Stephens, George)

Tone of voice and other such cues can reveal a great deal about our feelings during meetings. How long we speak, how frequently we repeat words or phrases, the fluency of our speech, and the pitch of our voice will tell others more than we might believe.

Rate yourself

- _____
- Y N Do you enunciate clearly?
 - Y N Do you speak at a comfortable speed for listeners?
 - Y N Do you use reinforcers when you speak? (Okay, um hum, ah, or um)
 - Y N Do you sound self-assured?
 - Y N Is the volume of your voice appropriate?
 - Y N Is your voice pleasant, with a variable pitch and upbeat, positive tone?

Nonverbal communication

Did you know that approximately 55 percent of what we communicate is sent through non verbal behavior. These signals include facial expression, eye contact, distance, posture, use of hands, arms, legs, and other body movement. We send messages we sometimes don't intend to, especially during the initial minutes of a meeting.

Which of these common meeting behaviors are positive (P) examples of nonverbal communication? Which are negative (N) examples?

- | | | | | | |
|---|---|-----------------|---|---|--------------------|
| P | N | Yawning | P | N | Tapping pencil/pen |
| P | N | Crossed arms | P | N | Eye contact |
| P | N | Doodling | P | N | Weak handshake |
| P | N | Leaning forward | P | N | Crossed legs |
| P | N | Smiling | P | N | Interrupting |

Can some of these be both positive and negative?

- Try these methods to improve nonverbal communication in meetings:
 - Stand up when you are introduced.
 - Maintain a straight posture, leaning forward slightly when sitting.

- Maintain eye contact 90 percent of the time, in face-to-face conversation.
- Evenly distribute your weight on both feet when standing.
- Nod your head to acknowledge understanding.
- Use openhanded gestures to demonstrate key points.
- Maintain a distance of two to four feet for business communications, less distance for intimate conversations, and more distance for public interactions.

(Adapted from Silva, Karen, pages 11 and 12)

A final hint about communication

Studies have shown that individuals who are willing to introduce issues early in a meeting will have a better chance of exerting influence later. Be sure to state your ideas clearly and concisely.

A handy formula to remember is:

- ⊣ **STATE** your point succinctly.
- ⊣ **SUPPORT** and explain your point.
- ⊣ **SUMMARIZE** your original point.

Refer to Section 11 in this handbook for information about Altrusa communications.

Delegating is empowering

It has been said that delegating empowers the member and helps in the development of future leaders. It is a method of getting work done with each member doing her/his part. Through delegating, a part of the responsibility is assigned to others who will help to find the solution. By doing this we also **develop leadership for the future**.

- **Considerations before delegating:**
 - Is the individual capable of handling the task?
 - Will the individual take the responsibility seriously and feel a commitment to it?
 - How critical is it to the club that this task be done well?
 - Will all members involved be able to work well together?
- **Advantages of delegating:**
 - Develops a sense of belonging and importance in the members involved.
 - Encourages creativity, initiative, and independence.
 - Inspires and stimulates motivation.
 - Shares the power.
 - Offers an opportunity for growth and development and for others to observe this change.
 - Allows the leader freedom to oversee the total operation.
- **Responsibilities of a leader when delegating:**
 - To assign tasks only to those qualified.
 - To make the assignment clear, give concise instructions on what to do, what needs to be accomplished, and when it needs to be completed.
 - To assign the authority (empower) to discharge the tasks.
 - To obtain the member's commitment to the task.

- To provide the needed resources (funds, files, Altrusa printed materials, etc.) to accomplish the task.
- To ask for ideas on how to do the job.
- To check to see if help is needed.
- To offer encouragement and support.

(Morrison, Emily, pages 65 and 66)

Educating

Educating oneself and club members is essential to successful leadership. As Altrusans personal development is one of our primary goals in the Long Range/Strategic Plan. For the effective leader it takes on two forms:

- **Preparing to become a successful leader through personal education.**
 - Study this handbook.
 - Become familiar with *Robert's Rules of Order* through *Points of Order*.
 - Become familiar with all Altrusa publications: *Bylaws and Policies*, *Altrusa Encyclopedia*, *Classification Guide*.
 - Study all of the club's job descriptions.
 - Study the International, District and club Long Range/Strategic Plans; understand the goals of our organization at all levels.
- **Help club members to better understand our organization through:**
 - Orientation and reorientation programs.
 - Interpreting the International and District Long Range/Strategic Plan.
 - Inviting all members to board meetings. Those who want to learn will attend.
 - Assisting your board members and committee chairmen by supplying them with job descriptions.
 - Training your board members and committee chairmen.
 - Encouraging members to attend conventions, conferences, and workshops for the purpose of learning more about our organization.

*A leader is best when
People barely know he exists,
When his work is done,
His aim fulfilled...
People will say: We did it ourselves*

— Lao-tzu —

Vision

Help to paint a vision for the group. Walt Disney stated, “*If you can dream it, you can do it.*” An effective leader knows that it takes a vision and a plan to see it to fruition.

- **The vision** needs to be communicated to the group. Unified focus flows from the communication of a vision. Vision animates, inspires, and transforms purpose into action. By definition a vision is a little cloudy and grand. If it were clear, it wouldn’t be a vision.
- In creating a vision statement for your club, remember that a **vision**:
 - engages your heart and spirit.
 - taps into embedded concerns and needs.
 - asserts what you and your members want to create.
 - is something worth going for.
 - provides meaning to the work you and your colleagues do.
 - is simple.
 - is a living document that can always be expanded.
 - provides a starting place from which to get to more levels of specificity.
 - is based in two deep human needs: quality and dedication.

Your vision will be uniquely your own. In creating it, take a risk. Your vision should speak to the needs of the members of your club.

(Adapted from Bennis and Goldsmith, page 106)

- **Planning** is essential for a vision to become reality. The leadership of our organization has a vision for Altrusa. Our **International Long Range/Strategic Plan** states our vision “Altrusa: Leaders in Service—Giving the gifts of leadership and service to communities worldwide.” Study your club’s strategic plan. Can you develop your vision using the plan as a guide?

As an Altrusa leader you must assist the members in developing plans for your group. Strategic planning, goal setting, and project planning are addressed in Section 4 of this handbook.

Honesty

Honesty is always the best policy. Our parents used that phrase when we were children. It is as important now as it was then. Honesty is absolutely imperative to a leader.

- Altrusans must know that their leader will do what is promised
- Altrusans must know their leader has credibility. A leader never hides or covers up a problem.
- Altrusans must be able to say that their president is honest, ethical, and trustworthy.

Without knowing that their president is honest and trustworthy, it is difficult for members to have respect for the leader.

Inspiration

The nerve center of leadership is inspiration. Remember the definition of leadership: “*The art of getting or inspiring people to do something with the focus on people.*” Without the ability to inspire a leader has very little influence with the membership. Think of great leaders—Gandhi, Winston Churchill, Thomas Jefferson. What one thing did they have in common? The ability to inspire their followers.

*A good leader inspires others to have confidence in her/him,
A great leader inspires them to have confidence in themselves.*

Listening

Listening is an exploration involving both the speaker and the listener. Follow this formula to become a more effective listener.

- **Attend** to the message. Use the SOLER approach:
 - S—Face the person **squarely**.
 - O—Adopt an **open** posture.
 - L—**Lean** toward the other person.
 - E—Maintain good **eye** contact.
 - R—Try to be **relaxed**.
- **Interpret** the message. Communicate to the person that you are receiving the message.
 - Ask questions.
 - Repeat the important points.
- **Evaluate** the message. Determine your own agreement, disagreement, acceptance, or rejection of the speaker’s ideas and then express that evaluation.
- **Respond** to the message. The listener has an obligation to respond in two different ways:
 - Ongoing active listening and clarifying.
 - Taking action as a result of the communication.

Participation

Participation is a fundamental rule of successful leadership. In Altrusa it is important that the club president participate in District and International events, club fund raisers, and service projects as well as facilitate meetings.

- Members want their leaders to work side by side with them.
- Leaders need to know the success of events and there is no better way to evaluate them than to have participated.
- Leaders must encourage all members to participate in club activities.

The ability to participate in a challenge and to make it a shared challenge is an incredible task for a leader.

— Patricia M. Carrigan, Plant Manager General Motors —

Recognition

Recognition of all members for a job well done is critical to effective leadership. In discussing recognition Dale Carnegie states, "If you want to gather honey, don't kick over the beehive." That is so true of an Altrusa leader. If you want to get something done, pat your members on the back. They will work twice as hard for you in the future.

- **Extrinsic recognition may include:**
 - Notes and phone calls
 - Public ceremonies and public recognition
 - Article in the club newsletter
 - One-to-one pat on the back
 - Certificates

- **The intrinsic rewards may include:**
 - Feeling useful
 - Using their special skills and talents
 - Feeling needed and wanted
 - Experiencing personal growth
 - Being acknowledged as a part of the team

Stimulation

Stimulation is often used to mean **motivation** and vice versa. Both are important to an effective leader. It is difficult to motivate an individual, but you can stimulate them into action. Their motivation must come from within. The leader must:

- Create the environment and stimuli that will spark a need in the member to achieve the goal or goals of the organization.

- Be sensitive to what aspects in the environment stimulate the members.

- Know that the member's self image affects the extent to which she/he can be stimulated. Praising a member for one task will stimulate the member to take on more and larger tasks.

Remember, leaders will never succeed in motivating people if they undermine the members' self esteem.

Team building

Our organization, Altrusa, attempts to do everything by team. Whether it be our International officers and committee chairs or our club officers and committee chairs, we work as teams! An effective leader **builds a team by:**

- Having a common purpose or mission.
 - Why do we exist?
 - What is our goal?

- Establishing ground rules for team behavior.

- Using conflict in a positive, not a destructive, way.
- Ensuring tasks are evenly delegated and shared. Everyone wants to share in the success.
- Recognizing individual differences and involving everyone. Recognize your members strengths and weaknesses and select the right person for each task.
- Showing appreciation and giving public recognition to the team.

The ability to build a team is one of the most important leadership skills. The key aim of team building is to improve the problem solving ability of team members. This includes:

- A clear understanding of each team member's role in the group.
- A clear understanding of the team's purpose and role in the total functioning of the organization in which it operates.
- Increased communications among team members about issues that affect the efficiency of the group.
- Greater support among team members through greater openness, trust, and willingness to give and receive constructive feedback.
- A sound understanding of group interaction—the behavior and dynamics of any group that works closely together.
- More effective ways of working through problems within the team at both task and interpersonal levels.
- Greater collaboration among team members and a lessening of competition that is costly to the individual, group, and the organization.
- The ability to use conflict in a positive rather than a destructive way.
- The group's increased ability to work with other groups in the organization.
- A sense of interdependence among members.

The ultimate aim is a more cohesive, mutually supportive, and trusting group that will have high expectations for task accomplishment and will at the same time, respect individual differences in values, personality, and idiosyncrasies.

Together
Everyone
Achieves
More

FIVE CONCRETE STEPS TO NATURAL LEADERSHIP

The Emergence of a Leader

Don't be a manipulator

The most certain way to assure being eliminated as a leader is to act and talk in such a way that the others perceive that you are attempting to manipulate them or the group. We all should belong to groups in which we have a sincere interest. We should be dedicated to their welfare and not feel a desire to manipulate them. A good salesman knows that he must be sold on his product to sell it to others. The member who emerges as the natural leader must be sincerely and completely dedicated to the welfare of the group.

Be willing to pay the price

To emerge as the natural leader you must want to help the group enough to do the work. Almost everyone would like the rewards of leadership, but not every member is willing to work "above and beyond the call of duty" for the group. They work overtime, inconvenience themselves, and tackle even low status tasks with enthusiasm. Members who emerge as leaders are willing to arouse resentment and take criticism. The group requires that its leader make some of the tough decisions. For example, when painful decisions about distributing rewards unequally, must be made, the group usually pushes them on the leader. Such decisions inevitably arouse resentment. The person who emerges as leader must demonstrate that she/he is tough enough to make such decisions wisely and take the criticism.

Talk up

If you wish to be a leader, you must take an active interest in the group's work. You must make a contribution. Your talk and action must show an active commitment to the group, a concern and consideration for the others as people and an understanding of the task. Remember, however, that the person who talks a lot, but who seems to be the manipulator, or who seems inflexible or uninformed does not emerge as the leader.

Do your homework

If you wish to be a leader you must know what is going on. Members who emerge as leaders have sensible ideas and state them clearly. They know things that will help the group. Be informed about the group's work. Plan for the good of the group. Put in extra time working out ways to improve the group and to help it achieve its goals. Members who emerge as leaders demonstrate that they can provide workable and efficient plans of action.

Make personal sacrifices

Nothing tells the others more clearly that you are sincere and not a manipulator than your willingness to make personal sacrifices for the group. The manipulator gets his way at the expense of the group. The natural leader gets the group's way at his personal expense. Volunteering to aid the group or help members work for the group is evidence of your sincerity. Members who emerge as leaders do not worry about who gets the credit for work or for ideas. They often give credit offered to them to others. People who worry about recognition of their plan, their way, or their ideas seldom emerge as leaders.

FIVE STYLES OF LEADERSHIP

The experienced leader uses many complex and subtle means to exercise influence and stimulate group members to creative and productive efforts. From the range of leadership behavior, five of the most typical styles are listed below.

The *telling* leader

- Identifies problems, considers alternative solutions, chooses one of them, and then tells her/his members what they are to do.
- May or may not consider what she/he believes the group members will think or feel about the decision.
- May or may not use or imply coercion.
- Assigns roles.
- Relies primarily on her/his own judgement.

The *persuading* leader

- Like the telling leader, makes the decision without consulting her/his group. However, instead of simply announcing the decision she/he tries to persuade the group members to accept it.
- Describes how her/his decisions fit both the interests of the organization and the interests of the group members.

The telling and persuading styles of leadership are most effective and/or prevalent:

- In a large group
- In passive groups
- In groups which seldom meet
- At times when a quick decision/deadline must be met

The *consulting* leader

- Gives the group a chance to influence the decision from the beginning.
- Presents the problem and relevant background information, then asks the members for their ideas on how the problem(s) can be solved.
- May offer a tentative solution for group members reaction.
- In effect, asks the group to increase the number of alternative actions to be taken and/or considered.
- Then selects the solution she/he regards as the most promising.

The consulting style of leadership is most effective and/or prevalent:

- In large groups
- In motivated groups
- In representative groups
- In organized groups

The *joining* leader

- Participates in the discussion as “just another” member, agreeing in advance to carry out the decision the group makes.
- Encourages group decision.
- Works for group goals.
- Allows for individual recognition
- Tends to guide, not rule
- Will often submerge her/himself in the group’s identity

The *delegating* leader

- Defines a problem and the boundaries within which it must be solved, then turns it over to the group to work out a solution.
- Sets few guidelines.
- Has a secretarial function or resource person identity.
- Often does not announce her/his own ideas.

The joining and delegating styles of leadership are most prevalent and/or effective:

- In small groups
- In highly motivated groups
- In groups with a high tolerance for ambiguity (Some members have a need for more direction; others prefer a wider area of freedom.)
- In groups which have relatively high need for independence
- In groups where the members understand and identify with the goals of the organization
- In groups where the members have the necessary knowledge and experience to deal with the problem
- In groups where the members expect to share in decision making

Persons who have come to expect strong leadership and are then suddenly confronted with the request to share more fully in decision making are often upset by this new experience. On the other hand, a person who has enjoyed a considerable amount of freedom resents the leader who begins to make all the decisions.

(Adapted from “Looking Into Leadership”)

VOLUNTEERS HAVE NEEDS

People can be challenged, inspired, and educated by exercising their right to volunteer. Flexible volunteer programs, ones that are responsive to the input of volunteers and that maximize volunteer's opportunities to participate and learn, have the greatest chance not only of continuing to attract volunteers, but of helping those volunteer's visions of a better world to come true.

(Ilsey, Paul J.; "Enhancing the Volunteer Experience")

As leaders it is important to be aware of the needs of our volunteers, to listen to their viewpoints, and to create an environment that will inspire and challenge. Provide training opportunities that assure growth and you build future leadership.

Needs of volunteers

- To be **involved**:
 - To be allowed to share in decisions that affect them, as often and as much as possible
 - To be kept "in the know" on all appropriate information
 - To have opportunities for fair hearings
 - To feel free to ask questions without intimidation
- To gain a personal **sense of belonging**
- To be **challenged**—to be given the opportunity:
 - To create, discover, compete
 - To have changes in tasks for new challenges and satisfactions
- To be given **confidence**:
 - To feel that they are trusted in work assigned to them
 - To be told the desired results, but not "how to do it."
- To have **delegation** follow accepted guidelines:
 - To have reasons for a task explained clearly
 - To have accountabilities clearly prescribed
- To find **relevance**—to know:
 - "Why?" "Why me?" "Why at this time?" "Why important?"
 - Whether they may be contributing to something larger than self, and that goals make sense to them
- To gain **increased understanding**:
 - Of self, of supervisors, or organization (philosophy, policies, procedures)
 - By having opportunities to work with challenges, people, things

- To get **feedback**—be asked for their thoughts and ideas:
 - To have one-to-one sessions on their progress
 - To be informed on the progress of their organization
 - To find progress toward their personal goals
- To be given **recognition** when earned:
 - To be acknowledged for their efforts, ideas, and work
 - To be known, understood and to have concern shown for them as an individual
- To develop **confidence** in their superiors, they'd like to see:
 - Constancy in method of operation
 - Enthusiasm, a good example, fairness, ability, and above all, integrity

Your greatest opportunity is to match people with the routines they enjoy, to establish a positive environment for learning, and provide for a wide variety of learning experiences.

(Adapted from Morrison, pages 81 and 82)

TEN COMMANDMENTS FOR REDUCING STRESS

- I. Thou shalt not be perfect, nor even try to be.
- II. Thou shalt not try to be all things to all people.
- III. Thou shalt leave things undone that don't need to be done.
- IV. Thou shalt not spread thyself too thin.
- V. Thou shalt learn to say NO.
- VI. Thou shalt schedule time for thyself and thy supportive network.
- VII. Thou shalt switch off and do nothing, regularly.
- VIII. Thou shalt be boring, untidy, inelegant and unattractive at times.
- IX. Thou shalt NOT feel guilty.
- X. Especially, thou shalt NOT be thine own worst enemy, but thy best friend.

PROBLEM SOLVING

Barriers to effective problem solving

- Failure to define the problem
- Members are looking for solutions instead of problems
- Little or no training in problem solving
- Prejudices
- Jumping to conclusions
- Lack of proper information
- Failure to listen
- Trying to evade problems—not confronting problems
- Seeking short range solutions only
- Lack of objectivity—too much subjectivity
- Reluctance to admit shortcomings
- Lack of self confidence—fear of failure
- Failure to use membership talents
- Overuse of pet approach or technique
- Reluctance to make decisions—inability to decide.

Seven step approach to problem solving

- 1) Clearly define the problem
- 2) Gather the information needed to solve the problem
- 3) Interpret the information—ask what it means
- 4) Develop solutions
- 5) Select the best practical solution
- 6) Put the solution into effect
- 7) Evaluate the effectiveness of the solution

How to deal with problem people at meetings

Problem	Solution
Latecomer	Start meetings on time, don't wait for stragglers.
Early leaver	Get a commitment from all members at the beginning of the meeting to stay until the end. Close meeting on time. Do not allow to drag or over discuss issues.
Broken record (repeats the same point)	Use "group memory" or the minutes of the meeting to remind her/him that the point is noted.
Doubting Thomas	As facilitator, get the group to agree not to evaluate any ideas for a period of time. Use this time to persuade the violator that it is time to try.
Head shaker (disagrees nonverbally)	First strategy: ignore; next: acknowledge behavior and then deal with negativity.
Dropout (doesn't participate)	Try asking the person's opinion during the meeting or at a break.
Whisperer	As a facilitator, walk up close (low-key intervention), or ask for focus on a single topic.
Loudmouth	Move closer and closer, maintain eye contact. Ask person to be group recorder.
Attacker	Thank the attacker for observations, ask the group what it thinks.
Interpreter (often says "In other words" or "What she/he really means.")	Check this in public with original speaker.
Gossip	Ask the group to verify the information.
Know-it-all	Remind the group that all members have expertise; that's the reason for the meeting.
Busybody	Before the meeting, ask other members to get the busybody to stop.
Teacher's pet	Be encouraging, but break eye contact. Get group members to talk to one another. Lessen your omnipotence by asking, "What do you think?"

Leadership checklist

This handy checklist will help you to evaluate your club’s efforts towards effective leadership.

Okay	Needs help	Item
		1. Do we hold regular meetings?
		2. Do we have a written agenda?
		3. Are minutes recorded and read at meetings?
		4. Do we allow adequate time for our meetings?
		5. Do we make assignments during meetings?
		6. Do we follow through with our assignments?
		7. Do all participants at our meetings have an equal opportunity?
		8. Do we encourage new members of our group to participate?
		9. Do we teach and demonstrate correct leadership principles?
		10. Do we assume our full responsibility?
		11. Do we conduct progress reviews to check our accomplishments?
		12. Do we accept the responsibility for our failures?
		13. Do we make a sincere effort to understand our members' needs?
		14. Do we recognize and compliment others for their effort?
		15. Do we do adequate advanced planning?
		16. Do we delegate responsibility and authority?
		17. Do we set worthwhile goals?
		18. Do we actively seek the opinion of the general membership?
		19. Do we communicate our goals and activities to the membership and to the community?

(Adapted from “Leadership Curriculum Guide,” page 67)

TIPS FOR BALANCING HOME, WORK, AND ALTRUSA

Time management is important to all of us and when taking on an added leadership responsibility life becomes even more stressful. The study of time management is extensive, but for now these few tips will help to alleviate some stressful moments.

- ⌞ Recognize that you may take on too many projects. Remember to delegate.
- ⌞ Understand that people will still like you even if you say “No.” When appropriate take a deep breath and say, “No.”
- ⌞ Take steps to simplify your life:
 - Eliminate clutter at home, at work, and in your committee files
 - Set aside at least thirty minutes daily for yourself
 - Don’t wait till the last minute
 - Ask for help
 - Hold your board and committee meetings at a site other than your home
- ⌞ Keep everything brief beyond belief.
- ⌞ Get your family involved in your Altrusa projects—four or more hands are better than two.
- ⌞ Hire someone to do the things you are able to let go of.
- ⌞ Co-chair instead of doing it alone.
- ⌞ Get a date planner and use it. Schedule in all your meetings for the year.
- ⌞ Allow yourself to slow down, you’ll make fewer mistakes.
- ⌞ If you are a perfectionist, get over it. Nothing needs to be that perfect!
- ⌞ If you’re hosting a meeting, have others bring the refreshments.
- ⌞ Make yourself a list and stick to it.
- ⌞ Altrusans are forgiving. Even if you have bitten off more than you can chew, tell someone so another member can take over the project before it becomes a problem.

***When you shoot for the stars...
Sometimes you need a little guidance.***

— Unknown —

Section

3 Effective Meetings

Planning for Effective Meetings

Facilitation

Responsibilities of Meeting Leaders and Participants

Basic Types of Meetings

Agendas

Parliamentary Procedure

“It takes patience, forbearance, flexibility, humor, and a strong belief that what you’re doing matters... to be an effective facilitator.”

PLANNING FOR EFFECTIVE MEETINGS

This section will cover many facets important to the development of a successful meeting. Study this section carefully as you begin thinking about your first meeting as president.

Too often people attend meetings only to leave at the end feeling the meetings were a waste of time and energy. Why is this such a frequent lament? Common meeting complaints include:

“We never start on time.”

“Meetings drag on and don’t accomplish anything.”

“Only a few people have something concrete to do.”

“We keep rehashing old business.”

“Some people dominate the discussion.”

“People come unprepared or fail to follow through on work.”

As Altrusa leaders, we want to guard against these comments. Meetings can be both productive and fun. Meetings should:

- provide members with up-to-date information
- develop a sense of team and group development
- encourage broader participation in decision making
- spread the work load
- stimulate more creative solutions
- enhance and improve initial ideas
- encourage leadership growth of members
- develop commitment to group decisions

(Taken from MacKenzie and Moore, pages 111 and 113)

Effective meeting checklist

Use this handy checklist for planning your meetings.

Before the meeting

- 1) Planning (why, what, who, when, and where)
 - Why do you need a meeting?
 - What is your purpose?
 - Who should attend?
 - When will the meeting be held?
 - Where will the meeting be held?
 - Distribute the agenda in advance
 - Check out the room
 - Plan the seating arrangement
 - Be sure the equipment is in working order
 - Itemize materials and handouts for use

Beginning the meeting

- 2) Start on time
 - Explain the group's purpose
 - Review the agenda (revise, if necessary, and proceed)
 - Clarify procedures and set time parameters
 - Review action items from the last meeting

During the meeting

- 3) Develop and maintain a thought line
 - Stress openness and freedom of participation
 - Involve all members
 - Summarize periodically and test for understanding

At the end of the meeting

- 4) Establish and assign action items
 - Evaluate the meeting results
 - Close the meeting positively and on time

After the meeting

- 5) Prepare and distribute the minutes (secretary)
 - Follow-up on action items
 - Plan next meeting

(Taken from "The Effective Meeting Checklist" issued by the Boeing Company)

FACILITATION

The leader (club president or committee chairman) of the group is most commonly the person who facilitates the meeting, focusing on the dynamics of the process. The aim of a good facilitator is to “ease” the situation, to help good things happen. She/he protects all participants, helps everyone to be heard accurately, clarifies and seeks consensus.

Facilitation is:

- having influence in a group
- not being a participant
- being responsible for keeping group members aware of what is happening
- being responsible for maintaining norms and standards of procedures
- keeping the tension level of the group operating at an optimum level—neither too much nor too little
- giving vitality/energy to the group
- becoming a referee when necessary
- providing opportunities
- not being part of the problem or solution
- having observation skills for making interventions
- describing rather than evaluating
- focusing on observable behaviors and communication

What constitutes good facilitation?

As the president of your local club, one of your main functions is to facilitate all club meetings. Here are a few rules that will make your job easier.

A good facilitator:

- Develops *goals* and clarifies *expectations* (both the facilitator's and the participants').
- Gives up the *need to* be in control.
- Asks *questions* to provoke thinking, stimulate recall, challenge beliefs, confront opinions, draw implications, and promote conclusions.
- Realizes that *adults have something real to lose* in a meeting. Their egos are on the line when they are asked to risk trying a new behavior in front of peers.
- Balances the *many factors that make up an event*: presentation of new material, debate, discussion, and sharing of relevant experiences.
- Establishes *a learning environment* that draws on participants' experiences, protects minority opinion, keeps disagreements civil, makes connection among various opinions and ideas, and reminds the group of the variety of possible solutions to the problem.
- *Reinforces participants* for their contributions and accomplishments.

(“Adult Learning, What Do We Know For Sure,” pages 38 and 39)

People don't have good meetings because they don't know what good meetings are like. Good meetings aren't just about work. They're about fun—keeping people charged up. It's more than collaboration, it's “colibertion”—people freeing each other up to think more creatively and act more effectively.

— Bernard DeKoven, founder, Institutes for Better Meetings —

RESPONSIBILITIES OF MEETING LEADERS AND PARTICIPANTS

In meetings every member has responsibilities whether it be the president, committee chairman, or the newest member. No matter what your role, be prepared.

As the meeting leader

- 1) Make an effective beginning
 - Carefully plan the meeting
 - Make pre-meeting arrangements
 - State your purpose, objectives and rules

- 2) Aim for maximum participation
 - Introduce members
 - Encourage interaction among group members
 - Recognize members who have not contributed
 - Guard against dominance by a few members
 - Test the information and reasoning periodically.

- 3) Keep the discussion moving forward
 - Keep the discussion orderly and logical
 - Keep the discussion on track
 - Summarize frequently to show progress
 - Delay decisions based on incomplete facts

- 4) Create a participative climate
 - Encourage members to express their opinions
 - Avoid judging ideas too quickly
 - Maintain informality to stimulate discussion
 - Speak in terms of “we” and “our”; ideas are the product of the group.

- 5) Maintain necessary control
 - Be neutral; act as a referee when directing discussion
 - Keep side conversations to a minimum
 - Focus on ideas not personalities
 - Poll the group to test thinking and agreement

- 6) Close the discussion effectively
 - Provide a final summary
 - Give proper credit and group praise
 - Make assignments for follow-up
 - Faithfully observe the time limits

As a meeting participant

- Contribute by being prepared
- Contribute ideas and information openly
- Ask questions of others in the group
- Listen carefully to new information or ideas
- Cooperate with others toward achieving group goals
- Assist the leader in keeping the meeting on target

(From “The Effective Meeting Checklist” issued by the Boeing Company)

Points to watch in handling a meeting

- ⌞ Never start a meeting without an agenda.
- ⌞ State the purpose of the meeting and read the agenda.
- ⌞ Keep the meeting moving.
- ⌞ Speak clearly.
- ⌞ Prevent general hubbub.
- ⌞ Avoid talking to individuals.
- ⌞ Keep speakers talking clearly and audibly.
- ⌞ Sum up what the speakers have said and obtain a decision.
- ⌞ Stop aimless discussion by recommending committee study.
- ⌞ Keep control of the meeting at all times without stifling free comment.
- ⌞ Don’t argue with a speaker.
- ⌞ If you have a comment, ask for the floor as a participant.
- ⌞ Don’t squelch a troublemaker.
- ⌞ Be aware of participants’ comfort, i.e., temperature, thirst, etc.
- ⌞ At the end of a meeting, check that every member feels her/his particular subjects have been adequately covered.

BASIC TYPES OF MEETINGS

A professional speaker—

is invited if your treasury can afford it, for there is nothing like a professional to add to your attendance and your reputation in the community.

A panel—

is composed of a moderator or leader and panel members. A “formal panel” of four or six is introduced by the moderator. They discuss a single topic or phases of a topic and rise to speak. In an “informal panel,” discussion on a topic is channeled by the moderator and all remain seated.

A symposium—

is usually composed of three to five persons. Members of the symposium should be specialists on the subject under discussion.

A debate—

presents affirmative and negative sides and a rebuttal. A leader introduces members of each debating team and handles timing. The decision of a winner is made by judges or the assembly.

A buzz session—

can be used after a lecture. Small groups quickly discuss the subject and the opinion of each small group is presented to the assembly by an appointed reporter.

A round table—

discussion is usually called a “shirt-sleeve” session. Here everyone gets in the act. It is best for a small group; if used by a large group, divide into buzz sessions and report.

A discussion group—

is composed of six to twenty people who meet informally to discuss a topic of mutual interest.

A workshop—

is for ten to twenty-five people, usually with a similar problem who try to solve the problem or topic through their research or experience.

A clinic—

is small and conducted similarly to a round table discussion where those participating “dig” into one topic at a time.

A seminar— has an authoritative professional instructor who presents a specific subject for discussion, usually in lecture format.

A skit— is a short, rehearsed dramatic presentation by two or more people.

Role playing— has people in a group act out a situation, usually with no script or set dialogue. Two or more people make up parts and develop a story situation on a designated idea.

A demonstration— has a group in action and is an excellent program to use as a public relations feature or at a membership meeting.

An anniversary meeting— may honor past presidents and/or charter members. Seat them at a special table and ask them to briefly recall highlights of each year as a “History Story.” Don’t forget a special anniversary cake.

A guest program— receives invited guests at a tea or reception. Keep the program short, perhaps only music with one short talk on the purpose of Altrusa or one of the club’s service projects. Invite presidents of other groups in your city.

A civic program— ties a program theme in with some city, state, or national historical event. It may be an international night.

A hobby or talent event— showcases the hobbies or talents of club members at a special meeting.

A media meeting— includes invited representatives of local newspapers, radio stations, and TV stations at a special Altrusa meeting for them. This honor may bring more publicity to your club.

A library meeting— honors your local librarians at a special Altrusa meeting. This will be your thank you for all their assistance with local literacy projects.

AGENDAS

The preparation of an agenda must be specific enough to make it truly useful to the participants and the facilitator. To simply list such things as Unfinished Business and New Business really tells nothing. A well-conceived agenda fully prepares the group for the business at hand and assures an expedient and productive meeting.

If it is opportune, sending out an agenda prior to the meeting is most effective. Members have an opportunity to prepare in advance. Often this is not practical in an Altrusa club. Place the agenda on the table prior to the meeting. This allows members an opportunity to study it. It is always wise to phone or email members from whom you will be requesting reports. This will give them the time they need to prepare.

An agenda also helps the facilitator or chairman to stay on track and on time. Anticipating the possible reaction of the group to each item should be considered. This will help in determining the time factor. **Don't let your meeting drag on.**

Let's prepare an agenda

What tools do I need?

- 1) A copy of the bylaws and policies.
- 2) A copy of the minutes of the previous meeting.
- 3) A copy of the minutes of the board meeting.
- 4) A list of the board members and committee chairmen.

How do I use these tools?

- 1) Bylaws and policies: Be aware of the bylaws governing your current activities.
 - Is this the month you select a Nominating Committee?
 - Do you elect the committee or are they appointed?
 - Who elects/appoints the committee?
 - How many members are on the committee?
- 2) Previous month's minutes
 - Is there unfinished business? Are there any tabled motions?
 - Are there any pending reports?
 - Were any motions sent to committee?
- 3) Board minutes
 - Are there any recommendations which will need to come before the membership?
 - Are there any vacancies filled?
 - Are there any committees needing additional members for an upcoming event?
- 4) Lists
 - Which committee chairmen need to report this month?
 - Which officers have special reports?
 - Which chairmen have special reports?

Now I begin my agenda!

- 1) Call to order (check for quorum)
- 2) Opening (For this food... I pledge...)
- 3) Minutes (corrections only)
- 4) Report of treasurer (questions only) to be placed on file
- 5) Communications
- 6) Report of board actions and recommendations (secretary will present)
- 7) Standing committees (Service, Finance, etc.)
- 8) Special committees (for special projects)
- 9) Unfinished business
- 10) New business
- 11) Benediction and adjourn

Suggestions for planning agendas

Members may ask for a rearrangement of the agenda items. This may be done in a separate agenda item or as part of the president's Call to Order.

Minutes do not need to be read. They can be printed in the club newsletter or distributed to all members as they arrive at a meeting and then be approved "as presented" or "as corrected."

Treasurers can use the same system used for minutes. The treasurer's report, however, is not approved but rather "placed on file" or "filed for audit."

Committees having reports should be listed under appropriate categories. Those without reports are not listed.

Items requiring action should be so listed under each appropriate agenda item.

Agenda items may be rearranged to add continuity or add impact.

During a program meeting, the focus must be on the program. Any business which must transpire, should be conducted at a time when it is least distracting. Some clubs manage to handle business matters between meal courses, others after the program is over.

**Board meeting
sample agenda**

- Call to order President
- Minutes of previous meeting Secretary
- Financial report Treasurer
- Communications Secretary
- Action on Recommendations for Membership
- Reports from committees, discussion of recommendations
- Club performance review
- Formulation of recommendations from board to membership
- Miscellaneous (or new) business
- Adjournment

**Business meeting
sample agenda**

- Call to order President
- Minutes of previous meeting Secretary
- Financial Report Treasurer
- Communications Secretary
- Report of board actions and recommendations
- Reports of standing committees
- Reports of special committees
- Unfinished business
- New business
- Initiation of new members
- Adjournment

**Program meeting
sample agenda**

- Call to order President
- Introductions (those seated at head table/guests present)
- Program
- Initiation of new members
- Special business
- Benediction
- Adjournment

MEETING AGENDA: ALTRUSA INTERNATIONAL, INC. OF _____		
Place:	Date:	Time:
Program/Guests		Topic
Call to Order		
Opening		
Minutes		
Report of treasurer		
Communications		
Report of board actions and recommendations		
Standing committee reports		
Special committee reports		
Unfinished business		Discussion
New business		Discussion
Item	Person responsible	Due date
Next Meeting Date:		

PARLIAMENTARY PROCEDURE

All Altrusa groups (clubs, Districts, and International) function through the rules of parliamentary procedure. It gives order to our meetings. The simplest way to become familiar with parliamentary procedure is to acquire a copy of *Points of Order* which is available for a small fee from the International office. It is a simplified version, yet is complete enough to satisfy the needs of all club presidents.

The fundamental principles of parliamentary procedure are:

- Courtesy to all
- Justice for all
- Rights of the minority
- Rule of the majority
- One item at a time
- Partiality for none

Basic rules and principles

- 1) The organization is paramount.
- 2) All members are equal.
- 3) A **quorum** must be present for action to be taken **legally**.
- 4) Consider only **one main motion** at a time; only **one person** may have the floor at a time.
- 5) Full debate on a motion is in order unless limited by standing rules or parliamentary authority (*Robert's Rules of Order Newly Revised*).
- 6) The **issue**, not the person, is under discussion.
- 7) Once settled, a main motion may not be considered in the **same form** in the **same session**... except... by a motion to reconsider.
- 8) A **majority*** vote rules in most instances except when required by club bylaws or parliamentary authority.
- 9) Silence gives consent.

* A majority vote is more than one-half (1/2) of members voting on the particular matter. A two-thirds (2/3) vote (when only two choices are possible) is at least twice as many on one side as on the other.

Pointers for the president or presiding officer

- 1) In opening ceremonies the Invocation is always first, then the Pledge of Allegiance to the Flag. If you do not have a flag, do not call for the Pledge.
- 2) After the minutes are read or distributed, ask if there are any corrections to the minutes. If there are no corrections, announce that the “minutes are approved as read (or distributed).”
- 3) After the treasurer’s report is given, ask for questions. If there are no questions, state that “the report will be filed with the secretary.” (The treasurer’s report is never approved, the auditor’s report, if there is one, is approved.)
- 4) Either the president or the secretary gives the report of the board of directors. The only information given is the action(s) taken during the meeting.
- 5) Reports of officers are given by the officer or, in their absence, by the secretary or another officer. If a motion comes out of the report, someone other than the officer giving the report should make it.
- 6) Reports of committees are given by the chairman or by a member of each committee. The reporting member makes motions coming out of the report. Sample motion—On behalf of the Program Committee, I move to...
- 7) Special orders are items set forth at a previous time to be handled at a particular meeting such as bylaw changes and elections.
- 8) Elections—If positions are contested and there is the possibility of repeated voting to get a majority vote, it is wise to move the elections up on the agenda to allow for the needed time. Remember an individual must have a majority vote in order to be elected.
- 9) Unfinished business—If you do not know of any unfinished business, simply state that there is no unfinished business and go on to the next item on the agenda: new business.
- 10) When there is no further business, the presiding officer states, “if there is no further business the meeting will be adjourned (pause). The meeting is adjourned.”
- 11) The use of the gavel is to call the meeting to order. One rap of the gavel is sufficient. The gavel should **never** be used like a hammer.
- 12) The presiding officer must stay impartial. If you are not able to stay impartial, the gavel should be handed to the next person in line who does not wish to speak on the motion.

(E. M. Stivers & Associates. Libby Stivers, CP-T, PRP)

How do members get their say?



They make motions! A **motion** is a proposal that the assembly **take a stand** or **take action** on some issue. Members can present motions (make a proposal), second motions (express support for discussion of another member's motion), debate motions (give opinions on the motion), and vote on motions (make a decision). Here's what to do when it's your turn to speak.

Obtain the floor

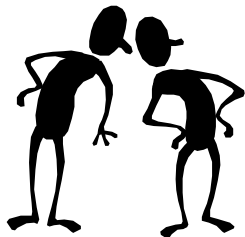


- 1) Wait until the last speaker is finished.
- 2) Rise and address the chair. Say, "Mr. (or Madam) Chairperson" or "Mr. (or Madam) President."
- 3) Give your name. The chair will recognize you by repeating it.

Make your motion

- 1) Speak clearly and concisely.
- 2) State your motion affirmatively. Say, "I move that we..." instead of "I move that we do not..."
- 3) Avoid personalities and stay on the subject.

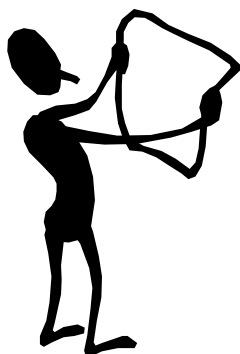
Wait for a second



- 1) Another member will say, "I second the motion."
- 2) Or the chair will call for a second.
- 3) If there is no second, the motion will not be considered.

Chair states the motion

- 1) The chair must say, “It is moved and seconded that...”
- 2) After this happens, debate or voting can occur.
- 3) The motion is now “assembly property” and can’t be changed without the consent of the members.

Expand your motion

- 1) The mover is allowed to speak first.
- 2) Direct all comments to the chairperson.
- 3) Keep to the time limit for speaking.
- 4) You may speak again after all other speakers are finished.
- 5) You may speak a third time by a motion to suspend the rules with a 2/3 vote.

Putting the question

- 1) The chair asks, “Are you ready for the question?”
- 2) If there is no more discussion, a vote is taken. The chair announces the results.
- 3) Or motion for previous question may be adopted.

(Adapted from “The a-b-c’s of Parliamentary Procedure,” pages 10 and 11)

Tip!

Try using a motion form to make your meetings run more smoothly. Reproduce this form and distribute the copies at meetings. Ask members to complete a form and submit it to the presiding officer when they want to make a motion.

MOTION: ALTRUSA INTERNATIONAL, INC., OF _____		
Meeting of _____	Date _____	No. _____
I move that _____		
Signed by _____		
Seconded by _____		
Motion: <input type="radio"/> Passed <input type="radio"/> Lost <input type="radio"/> Tabled <input type="radio"/> Amended (see No. _____)		

**Amending
the motion**

The question heard most frequently from club members is, “How do I make amendments? What do I say?” Here are some of the most common methods of making amendments:

Adding— “I move to amend the motion by adding the word(s)...” (at the end of a motion).

**Striking
(omitting)—** “I move to amend the motion by striking the word(s) (or sentence or paragraph)...”

Substituting— “I move to amend the motion by substituting the following... ”

**Striking and
substituting—** “I move to amend the motion by striking the word(s)... after the word... and substituting the word(s) (or sentence or paragraph)...”

Inserting— “I move to amend the motion by inserting the word(s) (or sentence or paragraph)... before the word...”

The presiding officer reads the motion as it would be after the addition of the amendment. It is important for people to know what they are being asked to consider.

Always begin your amendment with the words, “I move to amend the motion” so that people are aware of your intent.

You may move to amend an amendment, but only one such amendment can be on the floor at any one time.

As is true with any motion, be prepared to speak to your motion.

A quick look

When a meeting is held, parliamentary procedure is essential. The following guide may be very helpful.

A QUICK LOOK AT PARLIAMENTARY PROCEDURE					
Your member may request to	By saying	Member may interrupt the speaker?	Must it be seconded?	Is the motion debatable?	What vote is required?
Adjourn the meeting*	"I move that we adjourn."	No	Yes	No	Majority
Recess the meeting	"I move that we recess until ..."	No	Yes	No	Majority
Complain about noise, room temp., etc.*	"Point of privilege"	Yes	No	No	No vote
Suspend further consideration of something*	"I move that we table it."	No	Yes	No	Majority
End debate	"I move we vote on the previous question."	No	Yes	No	2/3 vote
Postpone consideration of something	"I move we postpone this matter until..."	No	Yes	Yes	Majority
Have something studied further	"I move we refer matter to a committee."	No	Yes	Yes	Majority
Amend a motion	"I move that this motion be amended by..."	No	Yes	Yes	Majority
Introduce business (a primary motion)	"I move that..."	No	Yes	Yes	Majority
Object to procedure or to a personal affront*	"Point of order"	Yes	No	No	Chair decides
Request information*	"Point of information"	Yes	No	No	No vote
Ask for a vote by actual count to verify a voice vote*	"I call for a division of the house."	No	No	No	No vote
Object to considering some undiplomatic item	"I object to consideration of this question."	Yes	No	No	2/3 vote
Take up a matter previously tabled*	"I move to take from the table."	No	Yes	No	Majority
Reconsider something already disposed of*	"I move we reconsider our action relative to..."	Yes	Yes	Yes	Majority
Consider something out of its scheduled order*	"I move we suspend the rules and consider..."	Yes	Yes	No	2/3 vote
Vote on a ruling by the chair*	"I appeal the chair's decision."	Yes	Yes	Yes	Majority
* Not amendable					

(© 1994 Emily Kittle Morrison, adapted from "Leadership Skills," Fisher Books, Tucson, Arizona)

True or false

Here is an exercise to test your own and/or your members' parliamentary procedure skills.

- 1) The president leaves the chair during an election at which she or he is a candidate.
- 2) The president does not have to vote to break a tie.
- 3) The president should call for the negative vote when it appears that most people favor the motion.
- 4) The secretary may not vote, make motions, or participate in the discussion.
- 5) A good secretary will arrange for someone to take minutes at a meeting where she/he cannot attend.
- 6) A quorum is a majority of the members present.
- 7) Not all motions require a second.
- 8) Members of the Nominating Committee cannot be nominated for office.
- 9) The treasurer's report is adopted by a majority vote.
- 10) A tabled motion does not come up automatically later in the meeting.
- 11) It is not necessary to have a motion to adjourn.
- 12) Minutes can be amended at any future meeting.
- 13) A second means that the member approves the motion.
- 14) Minutes which are not read at a meeting should be read at the next meeting.
- 15) Bylaws can be set aside by a 2/3 vote.
- 16) You can not bring action on a motion by calling out "question."
- 17) After a lengthy discussion, it is easiest to simply say, "I so move" to place a motion on the floor.

(answers on reverse)

**Answers to true
or false**

- 1) FALSE: The only time the president leaves the chair is to enter in the discussion of pending business.
- 2) TRUE: No member can be forced to vote.
- 3) TRUE: A member should have the privilege of voting “no.”
- 4) FALSE: The privileges of membership are retained by all officers.
- 5) FALSE: Appointing a secretary “pro tem” should be done at the meeting by the president with the consent of the members.
- 6) FALSE: The quorum for a meeting is established in the bylaws.
- 7) TRUE: A motion coming from a committee does not require a second.
- 8) FALSE: Unless it is stated as such in the bylaws.
- 9) FALSE: The treasurer’s report is not adopted, it is filed as a record.
- 10) TRUE: A member must move to remove it from the table.
- 11) TRUE: This is one of the assumed motions. The chair need only say, “If there is no further business, this meeting is adjourned.”
- 12) TRUE: A member may bring a correction to the attention of the group for approval.
- 13) FALSE: It only means that the member wants to hear discussion on the motion.
- 14) TRUE: They are handled at the next meeting in the same manner as any minutes would be.
- 15) FALSE: Bylaws can never be set aside.
- 16) TRUE: This is not a motion and need not be recognized as such. A person wishing an immediate vote on a motion should “move the previous question.”
- 17) FALSE: This is not a motion and is almost impossible to restate or record in the minutes.

Section

4 Planning and Evaluating

Planning for Success

Strategic Planning

What Is an Annual Operating Plan?

Assessing and/or Evaluating the Situation

Community Needs Assessment

Managing Your Service Projects

Project Evaluation

*Failing to plan
is planning to fail.*

This section will deal with both planning and evaluating as they go hand in hand. As a group we plan a project, but this must be followed by evaluation in order to determine whether the program will continue. The same is true of strategic and operational planning. With every step in the planning process, evaluation must follow in order to complete the cycle and begin the process again.

Advanced planning is perhaps the most important step in developing a volunteer program. You need to be ready to coordinate the volunteers (members) and to keep them interested in Altrusa. All components of the volunteer program should be well thought out and, where necessary, commitments should be secured. Planning is your road map. It keeps you focused on where you are headed and shows how you will get there. Planning will help you reach your destination on time. It keeps the loss of resources to a minimum, yet maintains your flexibility. Planning can even suggest options for modifying your route along the way.

One of the first and most basic steps in any kind of planning—strategic or operational—is **goal setting**. This is the foundation, the base from which actions are developed, implemented, and evaluated.

The simplest form of planning is finding answers to the questions: Who? What? Where? When? Why? How? And How Much? There are a few things to keep in mind when planning.

- ⌞ Your planning should be **driven by your values and vision**, not by technique.
- ⌞ **Involve** in the planning process as **many** as you can of the **Altrusans who will be implementing the plan**. Remember, both empowerment and commitment are increased when members are involved. Planning, which involves all concerned, simplifies decision making.
- ⌞ **Break projects into manageable chunks**. Take one step at a time. Don't try to accomplish everything at once.

*“A vision without a plan
is an hallucination.”*

Goals and objectives

In every type of planning it is important to develop goals and objectives. The goal is the overall umbrella statement concerning activities that are related. For example, in the International Long Range/Strategic Plan our goal dealing with service states, “Increase the quality of life through growth in service.” That is a very broad statement of what we wish to accomplish.

In contrast two of the objectives state:

- **Have each club actively participate in at least one service project annually.**
- **Increase the number of ASTRA Clubs by 2% annually.**

The difference is in detail. Goals are broad; whereas objectives must indicate what is to be done, by when, and be measurable. The hardest part usually is getting the “measurable” part into the statement. Terms such as “encourage” are not measurable. Objectives must be very specific and begin with an action verb. For example, Altrusa International, through the Club Activity Reports, can determine whether each club has done a service project and when. In the second objective dealing with ASTRA clubs we can determine quite easily if the number of ASTRA clubs increases by 2% annually. These objectives were written to be measurable.

This same kind of format is used in strategic planning, annual operating plans, and even in project planning. As an Altrusa leader you will want to know if the plans your Board of Directors and Committees are developing stay within the guidelines of good goal statements and objectives. Are they written in order to make evaluation easier upon completion of the project or club year?

On the following pages you will find information about these forms of planning.

- ⌞ Strategic planning for clubs
- ⌞ Annual operating plans
- ⌞ Planning for assessing and meeting community needs
- ⌞ Project planning

STRATEGIC PLANNING

All Altrusa clubs are encouraged to develop strategic plans. As stated above, it is your road map to the future or sometimes called a “to do list.” It is impossible to cover every aspect of strategic planning in this manual, but every Altrusa president should have at her/his finger tips a copy of the **International Long Range/Strategic Plan (LRSP)** and the guide, *Strategic Planning: A Management Tool that Helps an Organization Do a Better Job*, which can be obtained from the International office. This section will cover only the main points of strategic planning.

What is strategic planning?

Ben Tregoe, scholar and teacher, has defined strategic planning as “...**A framework that guides the choices we make in determining the nature and direction of our organization.**” That expresses very well what strategic planning is, a plan that guides the actions of the club, the committees and the board of directors.

Why should Altrusa clubs do strategic planning?

Through strategic planning an Altrusa club can:

- Do a better job of organization and follow through.
- Focus its energy.
- Ensure that all members are working toward the same goal or goals.
- Help new committee chairmen organize their thinking on what is important.
- Assess and adjust the club’s direction in response to a changing environment.

Strategic planning is a systematic process in which club members become committed to the prioritized strategies that will help them develop and maintain their strong position in the community.

Why is the International LRSP important as clubs begin the planning process?

If the organization as a whole is going to achieve the goals outlined in the LRSP, it is necessary for every club to realize its responsibility to the international plan. For example, look at the first goal—**Show a positive membership growth** and the first objective—**increase the number of members by 1% a year for the next four years.** The International Office, the International Board of Directors, and the International Committee Chairs cannot achieve the objective on their own. This is a grass roots endeavor and requires the commitment of every Altrusa club to reach our objective. The International organizations’ obligation is to offer materials and support, but it is the responsibility of every Altrusa club to see the LRSP to fruition.

How does a club prepare to develop a strategic plan?

Clubs need to do two things prior to actually developing the plan:

- Study the LRSP and determine what goals and objectives your club can and should be developing in order to assist International in reaching its goals and objectives.

- Take the time to evaluate your club. List your
 - **S**trengths
 - **W**eaknesses
 - **O**pportunities
 - **T**hreats

This is often defined as the SWOT exercise and is explained thoroughly in the strategic planning publication.

How do we begin?

Take advantage **now** of the materials prepared by International and the workshops offered in your District. Clubs must map out their future and these opportunities are there for your use. Clubs must develop their:

- Goals

- Objectives

- Strategies — how are we going to reach our goals and objectives

- Action steps — what steps must we accomplish, by when, by whom, and at what cost in order to achieve our goals, objectives and strategies.

Has your club thought about what its mission is and its relation to the LRSP? Who are you, who do you serve, and what do you do?

Implementation

Writing a mission statement and listing goals, objectives, strategies, etc. is only the beginning. Clubs must take action on their plans. They must evaluate them on a regular basis and implement the plans for them to be a successful. Implementation means using the club's strategic plan as a guide to develop the annual operating plan.

If your club does not have a plan, move the Altrusa club forward by guiding the development of a strategic plan.

Remember — If you don't have one, order your copy of *Strategic Planning: A Management Tool that Helps an Organization Do a Better Job*. Send for it today! There is no charge for this publication.

WHAT IS AN ANNUAL OPERATING PLAN?

The annual operating plan provides a detailed plan in the language of objectives, action steps, budget considerations, and who is responsible. The operating plan describes what services will be provided, what types of action will be conducted to provide these services, and who is responsible. The budget describes how much it will cost to carry out the plan.

When do we begin to develop the operating plan?

Actually, planning should begin the day after elections. The incoming president needs to begin thinking about:

- Vision—hopes and dreams for the next year.
- The strategic plan—if your club has one, what does it indicate should be accomplished during the next year. Highlight for the committee chairs portions of the strategic plan that affect their committee.
- Committee chairs—who are the best members for the positions?

Should the strategic plan be monitored prior to developing the operating plan?

Yes, each club should have a **strategic planning committee that reviews the plan annually** and offers suggestions for changes. This plan is then approved by the whole club so that every member is aware of and committed to the direction the club is taking. It is beneficial for this to be done **before March**. The revised plan then becomes a tool used in developing the operating plan.

Does your club hold a retreat for the purpose of planning each year?

Retreats can be a wonderful tool for beginning the planning process. It is an opportunity for Altrusans to get away from their daily lives and think only about Altrusa. A retreat may last more than one day, but it should be at least a full day. The critical factors to a successful retreat are:

- **Commitment by outgoing and incoming presidents!** They must work together on this. The outgoing president must make sure it is accomplished, whereas, the incoming president coordinates the effort.
- **Prior planning! Set the date way in advance.** In order to have all aspects of club work in place and ready for new officers and committee chairs at the time of installation, April is usually a good month to conduct a retreat. New committee chairs should have been appointed and the previous year's club work is winding down.

- **Total club involvement! All club members must be invited to participate.** Remember, commitment is achieved when everyone has an opportunity to express and define her/his choice.
- **Thorough evaluation!** The retreat should offer the opportunity to study the last year's programs, review the club strategic plan, and determine direction for the next year.

What are the characteristics of a useful operating plan?

- An appropriate level of detail — enough to guide the work, but not so much detail that it becomes overwhelming, confusing, or unnecessarily constrains flexibility.
- A format that allows for periodic reports on progress toward the specific goals and objectives.
- A structure that allows a user to easily see that it is consistent with the priorities in the strategic plan.
- A format that is not confusing—can everyone who needs to use the plan make sense of what it says? Is it easy to monitor?

(Allison and Kaye, page 174)

The form on the next page is designed to use in developing a basic operating plan. Copies can be given to each committee chairman and to members of the board of directors to prepare the club's operating plan.

ASSESSING AND/OR EVALUATING THE SITUATION

Before any type of planning—strategic, operating, or project—is started the club needs to assess the situation in which they plan to operate. This usually includes a complete evaluation of the previous years work in order to determine which programs to continue and those to drop.

Consensus

Consensus is very important to the group when evaluating. Basically consensus planning and evaluating are opportunities for the group to work together. Members feel their input has been acknowledged and that they have a say in the club's operation. The following is a group effort at club project evaluation. It can be fun, as well as informative, for a program meeting. This is best done in late February or early March.

- Give each major Committee Chair a sheet of flip chart paper and ask her/him to list the projects their committee is involved in. You could even add suggested projects.
- The night of the meeting tape the sheets of paper on the walls where there is easy access.
- As members arrive give them a blue dot, a red dot, and a green dot for every sheet of paper.
- Explain that the blue represents the first choice, red the second, and green the third most attractive project.
- Ask the members to study each sheet of paper and place the blue dot next to their favorite project on each sheet of paper, red on their second choice project, and green on their third choice. Hopefully, there will be several projects for each committee.
- After everyone has completed the effort, explain that you now have a visual showing what projects are the most exciting and that members feel are the most beneficial to the community and to your club.
- This effort is only successful if each committee chair for the next year takes the visual for their committee and uses it at their planning meetings.

SWOT

The importance of the SWOT exercise has already been discussed. It is another means of assessing your situation in order to make decisions for the future. Again it can be used for strategic or annual operating planning.

Brainstorming

Brainstorming is another process that is designed to generate a large number of ideas in a short period of time. This process helps to spur the creation of new and unique ideas that can help a group get excited and involved. Brainstorming can involve the whole club or a specific task force designed to evaluate a situation. It is particularly effective when doing the SWOT exercise as clubs begin to do strategic planning or during a retreat when looking for new and creative ideas.

What are the rules for effective brainstorming?

- Do not take time to discuss the ideas generated.
- Do not criticize, praise or pass judgement.
- Be spontaneous.
- Repetitions are okay.
- Quantity counts.
- “Piggyback” off the ideas of others.
- Enjoy the silences—often the best ideas come from them.
- Don’t be afraid to give outrageous or silly ideas.

What is the process?

- Post the brainstorming rules so all members can see them.
- Choose someone to record all ideas generated and post them so within view of everyone.
- The ideal group size is three to ten people. If larger, break up into smaller groups.
- Clearly define the topic to be brainstormed.
- Solicit ideas from the group as quickly as possible.
 - You can have members just call out ideas.
 - You can go around the group asking for ideas.
- Once the time limit is up or ideas stop, group similar ideas.
- Prioritize ideas within each group by:
 - Snow card technique (see below).
 - Colored sticky dots.
 - Voting.
- Formulate ideas into goals/objectives.

***Note:** Be sure to utilize the ideas generated. It is extremely demoralizing for a group to invest its time, energy, and creativity and have its ideas disappear. Seeing your ideas come to fruition, however, is very rewarding.*

Snow card technique

Often **used with brainstorming**, this technique helps to develop a list of strengths, weaknesses, opportunities, and threats for strategic planning or just plain “brainstorming” of project ideas. It allows a group to generate a long list of ideas and then group them into categories.

Each of the ideas is written on a large size sticky note or a 5 X 7 inch card with masking tape on the reverse side. Groups must **write concisely and large** enough for all to see. After the group has written all ideas, have them placed on a wall. If the group is large have each small group place their five best ideas on the wall.

Now that the ideas are visible to all, have the ideas grouped into like areas. For example club strengths or possibly ideas dealing with membership. After all the cards are **categorized**, begin **prioritizing** within each grouping. The great thing about snowcards is that they can be moved to wherever the group prefers. Eventually, you will have a list of objectives grouped under a goal or possibly the SWOT for your club.

(Tillson, Greg)

Midyear evaluations

Midyear reviews are essential to Altrusa clubs. They advise the board of directors and committee chairs as to the areas of club work that are giving members the most satisfaction. On the following two pages is a sample midyear evaluation. If your club already has one, you may use this one as a sample for comparison.

Be sure your midyear evaluation includes a review of your club’s strategic plan.

ALTRUSA INTERNATIONAL, INC., OF _____
SAMPLE MEMBER EVALUATION OF OVERALL CLUB PROGRAM
 First Six Months of 20____ – 20____

Please help our club by answering the following questions. Your answers help to plan programs and activities for the next year. Check one answer for each question. Please return to club President _____ by _____. **Thank you!**

Meetings and activities

- 1) Overall, how would you rate the **business meetings** for the year?
 Excellent ___ Good ___ Fair ___ Poor ___
- 2) Overall, how would you rate the **program meetings** for the year?
 Excellent ___ Good ___ Fair ___ Poor ___

<i>Month</i>	<i>Program</i>	<i>Group responsible</i>
July	Leadership training	Board
August	Free community clinic report	Service
September	School board representatives	Membership
October	Foreign exchange students	International Relations
November	Silent auction	Finances
December	Gifts for needy children	Service
January	Evening of the arts	Communications

- 3) What has been the **most satisfying** aspect of the year so far for you? (circle one)
- | | |
|-------------------------|-----------------------|
| Program meetings | Fund-raising projects |
| Business meetings | Social activities |
| Service projects | Committee work |
| Special service project | Other (specify) _____ |
- Why? _____
- 4) From the same list, which has been the **least satisfying**? _____
 Why? _____
- 5) What **brings you** to our meetings? _____

Committees and projects

- 6) Has your committee met **regularly** this year? (Circle one) Yes No
- 7) Do you feel you have been an **active member** on your committee? Yes No
- 8) How would you rate the **effectiveness** of the following committees/projects?
- Service projects**
- | | |
|--------------------------------|--|
| Salvation Army Dress-A-Child | Excellent ___ Good ___ Fair ___ Poor ___ |
| Sundries for battered persons | Excellent ___ Good ___ Fair ___ Poor ___ |
| Grant applications for schools | Excellent ___ Good ___ Fair ___ Poor ___ |
| College scholarships | Excellent ___ Good ___ Fair ___ Poor ___ |
| Literacy dinner auction | Excellent ___ Good ___ Fair ___ Poor ___ |

Special Service Projects

Cancer Care Homes	Excellent ___ Good ___ Fair ___ Poor ___
Hearing Aid Bank	Excellent ___ Good ___ Fair ___ Poor ___
Transitional home	Excellent ___ Good ___ Fair ___ Poor ___
Directory of interpreters	Excellent ___ Good ___ Fair ___ Poor ___
AFS student awareness	Excellent ___ Good ___ Fair ___ Poor ___

Membership Development and Training

Recruitment of new members	Excellent ___ Good ___ Fair ___ Poor ___
New member orientations	Excellent ___ Good ___ Fair ___ Poor ___
Attendance contest	Excellent ___ Good ___ Fair ___ Poor ___
“Know your members” accents	Excellent ___ Good ___ Fair ___ Poor ___
Initiations	Excellent ___ Good ___ Fair ___ Poor ___

Communications

Yearbooks	Excellent ___ Good ___ Fair ___ Poor ___
Newsletter	Excellent ___ Good ___ Fair ___ Poor ___

Comments or concerns about any of these committees: _____

General

- 9) If you could change one thing about our club, what would it be? _____

- 10) Have you ever attended a District workshop or conference? Yes No
If not, why not? _____
- 11) Are you satisfied with the support our club receives from District? Yes No
From International? Yes No
If not, why not? _____
- 12) Do you have an **interest** in working on the yearbook or newsletter? Yes No
- 13) How do you feel about our current meeting place?
Quality of food Excellent ___ Good ___ Fair ___ Poor ___
Variety of menu Excellent ___ Good ___ Fair ___ Poor ___
Price Excellent ___ Good ___ Fair ___ Poor ___
Would you favor a different meeting place? Yes No If so, where? _____
Would you favor a different meeting time? Yes No If so, when? _____

Suggestions: _____

Thank you for taking the time to complete this questionnaire. Your opinion is valuable to the success of our club and its projects.

*Note to the president:
This questionnaire is a sample; it would need to be adapted to reflect your club’s service projects, fund-raising endeavors, membership development, communications, etc.*

COMMUNITY NEEDS ASSESSMENT

Needs assessment is the first step in choosing a new community service project. Depending on the time and energy available, the club may choose to make the process simple or more involved. Do not become overwhelmed by the list of suggested things to do. They are, just that, suggestions. The process should follow these basic guidelines:

Conduct a situational assessment

A situational assessment is a taking stock of your club, as it is today.

- Tally how many members you have, how many members are absent for part of the year, and how many are active year round.
- List the specific talents each member possesses. These may be talents in Altrusa or used at work or play.
- Review the community service projects your club is currently involved in.
 - List the pluses and minuses of each project.
 - Estimate how many people each project is helping.
 - Estimate how many hours of service each project requires.
 - Estimate how much money the club has put into each, both straight out of pocket monies and club monies.

Conduct an external environmental assessment

The community you serve does not remain static; new needs and challenges arise over time. Clubs need to respond to today's needs and prepare for tomorrow's challenges. You will want to examine them to any depth that you find satisfying. Here are some suggested ways to conduct an external environmental assessment:

- Sources of information can be as basic as your community's United Way or any other comparable local organization that has already assessed community needs.
- Local newspapers, organizational newsletters, local Chambers of Commerce, city or state offices of policy and management are all sources of information that can identify current needs.
- Focus groups are composed of about ten people from a variety of backgrounds who agree to meet solely for the purpose of discussing community needs. The information collected is variable.
 - Collate it.
 - Prioritize it, based on the number of times the needs were mentioned.
- Each member can interview two or more acquaintances, asking them what is lacking or needs changing in their community. Collate and prioritize the information.
- Interviewing community leaders is another method of collecting information on community needs. The more interviews done, the more valid the conclusions.

Identify strategic priorities

Having gathered your information, your group will need to prioritize your list of community needs. Reduce the list down to five to ten identified needs. From the list select the one community need that:

- Appeals to the greatest percentage of members. Buy-in is important!
- Fits your club members' talents.
- Attracts funding or hands-on support from other segments of the community.
- Can benefit the most from your club's involvement.
- Is not being addressed by other groups.
- Presents hands-on opportunities.
- Has financial requirements that fit your budget.

A sample *Community Needs Assessment* follows on the next three pages. If your club desires a written tool and none exists in your community, this tool has been designed to assist you in your assessment process.

(Prepared by Denise Doyan, 1999 – 2001 Service Development Chairman)

You've assessed your community's needs.

You've identified a need your club can address.

Now, draw up your ACTION plan!

Community needs assessment sample survey

Research your community and evaluate the adequacy of programs available in the categories listed below. Record your evaluation by circling “yes, no, good, avg (average), or poor.” Briefly state what, if anything, needs to be done in the “identified need” column.

Community appearance

		good	avg	poor	Identified need
Visitors first impression:					_____
Are public areas well landscaped?	yes			no	_____
Are parkways tree-lined?	yes			no	_____
Are welcome signs attractive?	yes			no	_____
Are there historical markers?	yes			no	_____
Is there a beautification plan?	yes			no	_____
Are there beautification incentives?	yes			no	_____
Any plans to upgrade unsightly areas?	yes			no	_____
Is there an Altrusa meeting sign?	yes			no	_____

Business environment

Adequacy of retail mix:		good	avg	poor	_____
Health of retail community:		good	avg	poor	_____
Adequacy of industrial mix:		good	avg	poor	_____
Health of industrial community:		good	avg	poor	_____
Adequacy of professional community:		good	avg	poor	_____

Citizenship and government

Voter registration:		good	avg	poor	_____
Voter turnout history:		good	avg	poor	_____
Programs to increase registration?	yes			no	_____
Is local government efficient?	yes			no	_____
Accessible?	yes			no	_____
Do well qualified people run for office?	yes			no	_____
Language classes for foreign-born?	yes			no	_____
Is there a new citizen ceremony?	yes			no	_____

Conservation/ environmental protection

Does your community have programs for:					
Reforestation?	yes			no	_____
Erosion control?	yes			no	_____
Soil conservation?	yes			no	_____
Water conservation?	yes			no	_____
Recycling?	yes			no	_____

Recreation

Adequacy of public parks:		good	avg	poor	_____
Adequacy of public sports fields:		good	avg	poor	_____
Adequacy of recreational programs:		good	avg	poor	_____

Cultural activities

Identified need

Is there a community historical society?	yes	no	_____
An art museum?	yes	no	_____
A cultural center?	yes	no	_____
A community theater?	yes	no	_____
A municipal band?	yes	no	_____
A symphony orchestra?	yes	no	_____
A community lecture series?	yes	no	_____
Adequacy of public library:	good	avg	poor _____
Services of the public library:	good	avg	poor _____
Is there a home-bound program?	yes	no	_____
Historical and traditional celebrations:	good	avg	poor _____
Are there int'l exchange programs?	yes	no	_____
For teachers?	yes	no	_____
For students?	yes	no	_____
For others?	yes	no	_____

Education

Is there adequate school funding for:			
Playground equipment?	yes	no	_____
Library facilities?	yes	no	_____
Laboratory equipment?	yes	no	_____
Sports programs/equipment?	yes	no	_____
Music programs/equipment?	yes	no	_____
Extracurricular activities?	yes	no	_____
Scholarships?	yes	no	_____
Tutoring?	yes	no	_____
Is there a literacy program?	yes	no	_____
Childrens' literacy	yes	no	_____
Adult literacy	yes	no	_____
Adequacy of adult education programs?	good	avg	poor _____
Is there vocational training?	yes	no	_____
Vocational counseling?	yes	no	_____

Municipal services

Adequacy of services:	good	avg	poor _____
Adequacy of surveillance:	good	avg	poor _____
Adequacy of community awareness:	good	avg	poor _____
Civil defense:	good	avg	poor _____
Fire protection:	good	avg	poor _____
Police protection:	good	avg	poor _____
Public health:	good	avg	poor _____
Public works:	good	avg	poor _____
Sanitation:	good	avg	poor _____

Safety

Does your community have:			
Safe driving incentives?	yes	no	_____
First aid education programs?	yes	no	_____
Accident prevention campaigns?	yes	no	_____

Tourism

				Identified need
Level of tourism activity:	good	avg	poor	_____
Potential for expanded activity:	good	avg	poor	_____
Are historical points well marked?	yes		no	_____
Well maintained?	yes		no	_____
Well publicized?	yes		no	_____

Assistance programs

Is there an identified resource center?	yes		no	_____
Is it well publicized?	yes		no	_____
Adequacy of services for aging:	good	avg	poor	_____
Leisure activities?	yes		no	_____
Volunteer opportunities?	yes		no	_____
Employment opportunities?	yes		no	_____
Housing?	yes		no	_____
Safety?	yes		no	_____
Transportation?	yes		no	_____
Adequacy of services for handicapped:	good	avg	poor	_____
Access to public buildings?	yes		no	_____
Leisure activities?	yes		no	_____
Athletic opportunities?	yes		no	_____
Employment opportunities?	yes		no	_____
Housing?	yes		no	_____
Safety?	yes		no	_____
Transportation?	yes		no	_____
Adequacy of services for youth:	good	avg	poor	_____
Leisure activities?	yes		no	_____
Athletic opportunities?	yes		no	_____
Employment opportunities?	yes		no	_____
Day care for working mothers?	yes		no	_____
Foster homes?	yes		no	_____
Juvenile rehabilitation?	yes		no	_____
Youth guidance clinic?	yes		no	_____
Is family counseling available to all?	yes		no	_____
Are there programs for:				
Alcoholism/drug abuse?	yes		no	_____
Care of profoundly disabled?	yes		no	_____
Child/adult abuse?	yes		no	_____
Elderly day care?	yes		no	_____
Indigent population?	yes		no	_____
Health education?	yes		no	_____
Fitness?	yes		no	_____
Illness support?	yes		no	_____
Meals-on-Wheels?	yes		no	_____
Medical alert system for the elderly?	yes		no	_____
Mental health?	yes		no	_____
Handicapped?	yes		no	_____
Lower income families?	yes		no	_____
Mentally restored?	yes		no	_____

MANAGING YOUR SERVICE PROJECTS

An Altrusa club service project is an activity accepted, approved and sponsored by the membership in response to an identified need in the local community or the international community. With a progressive plan of action, a club can develop a service project which will improve the quality of life.

Why do projects?

Participating in projects—service or fund raising—enables an individual to make a constructive contribution to the community in at least four ways:

- Meets a specific need in the community
- Builds fellowship within the club in working for a common cause
- Identifies Altrusa as a significant organization which serves the community
- Provides opportunities for personal growth and a sense of gratification to members

Effective project planning begins with a good idea that addresses a recognized need. A good community needs assessment is a most effective way of determining projects that are worthwhile and needed in your community. This was addressed earlier in this section. A successful project has a committee which guides the selection and presents it to the club as a whole for acceptance. Based on need, conceptualizing the plan is the fun part—the place to be creative in designing a general approach.

The kinds of involvement in projects are diverse. An Altrusa club may undertake a major project on its own or in collaboration with other groups. In either case, the commitment of the group may include personal service, financial support, or both. Facilities, equipment, supplies, or money may be given to individuals or groups to further their work. Projects vary, some projects require only support in the form of leadership or influential assistance from a recognized organization.

The planning process

For the project to reach a successful conclusion, your plan must be comprehensive and detailed. By specifying objectives and strategies, you and your project team will ensure that the creative idea will develop into concrete action.

The following provides ideas for effective tools on project planning and task management. Keep in mind that no “project director” is superhuman. The goals of the project are best met through a well-planned, collaborative effort. The greatest chance for success lies in shared objectives, shared duties, and a shared sense of ownership.

These tools can assist you not only in planning and carrying out the project, but also in evaluating your effort. They will become a handy record of the strategies that worked and some indication of alternative strategies for the future.

- Follow these major steps as you plan your project:
 - Clearly define the need
 - Identify the decision makers and what influences them
 - Assess resources, support and opposition
 - Set realistic objectives
 - Develop your action plan and the strategies for implementing it

Community service projects are most effective when planned on the basis of **consensus, organization, assessment and a thorough yet flexible action plan**. Unless the need is clearly defined, your effort may go in the wrong direction. For example, “literacy” is a broad topic. You have to **narrow it down, identify the problem** you want to address, and **develop specific goals** for addressing it. Know what you hope to accomplish and how you plan to evaluate the results.

- Consider these questions as you begin to think about your new project:
 - **Who has the power to make the changes you seek?**
 - **What and who influences them?**
 - **What are your resources?**
 - **What type of support do you have?**

Answering these questions may take some time and research, but will save time and frustration as you begin to actually work on your project.

Plan of action

After studying the information and resources you need to take the actions that will effect change, the written **action plan** is the next step and serves as a tool for organizing your strategies. Answer the following questions:

- **What is to be done?** (include a well defined objective)
- **Who will do it?** (specific tasks and assignment of responsibilities)
- **When will it be done?** (a time schedule that includes completion dates)
- **What resources are needed?** Be sure to consider these six resources:
 - Money (budget)
 - Manpower (Who will be needed for every aspect of the plan?)
 - Materials (tangible things needed)
 - Time (schedule of activities)
 - Public relations (What media is needed to advance the project?)
 - Authority (Who is responsible for each component?)
- **Where will the resources come from?**

Build the following elements into the action plan for maximum effectiveness:

- Mechanisms for regular communication, evaluation, and regrouping.
- Opportunities for recognizing small successes along the way. Success motivates!

(Adapted from Morrison, Emily, pages 142 – 147)

Copy the forms on pages 75 – 77 and give them to all committee chairs and project leaders to assist with the evaluation process.

Sample action plan

Project Name:

Goal:

Strategy:

Objective(s) to be achieved:

What need will be met?

By when?

How will success be measured?

At what expense?

What are other organizations or public agencies doing towards this project?

Should this project be done by our club alone or with another organization or agency?

Action Steps:

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

Allocation of resources:

Money:

Manpower:

Material:

Time:

Media needs:

Who is responsible?

Evaluation:

1. Was the objective achieved?
2. Were the resources allocated properly?
3. What are the recommendations for future action?

--	--	--	--

PROJECT EVALUATION

Project evaluation is as important as thorough planning and is actually the **last step in the planning process**. It is critical that projects be evaluated and good notes be left for the committee chairman or project leader that is to follow. Projects may only be worthwhile for the period of time in which they took place and clubs must then move on to other endeavors. After completing a project ask yourselves:

- ⌞ To what degree is the project meeting intended goals?
- ⌞ Have the needs changed since the project was initiated?
- ⌞ Is the project continuing to serve a worthwhile need?
- ⌞ What are the key contributions/accomplishments?
- ⌞ What difficulties have been encountered?
- ⌞ How have problems been resolved?
- ⌞ What revisions are possible and advisable?
- ⌞ Has the project been explained adequately to the public?
- ⌞ Have most Altrusa members contributed/participated?
- ⌞ Has the project been financed without undue strain on the budget?
- ⌞ Is it appropriate to terminate the project?
- ⌞ Is it advisable to relinquish the project to another supporting group?
- ⌞ Is it time for the project to be self-sustaining?
- ⌞ What project will the club pursue?

Answering these questions with great care can be very enlightening and can lead to more effective strategic planning for the future. In some cases, just bringing up any one of the questions will stimulate productive discussion. **Evaluating projects will help you become more efficient and more effective.**

Section

5 Altrusa's Structure

A Worldwide Organization

The Local Club Organization

International and District Organization

Altrusa's Committee Structure

Leaders in Service

A WORLDWIDE ORGANIZATION

The name “Altrusa” is a derivation of altruism, which is defined as the principle or practice of unselfish concern for, or devotion to the welfare of others. Altrusa International is a worldwide service association of business and professional people united in personal development and fellowship. Working together in local clubs, members volunteer their energies and expertise in a wide variety of projects dedicated to community betterment.

Drawing upon the leadership abilities, talents, and altruistic motivations of its members, Altrusans seek to make their combined services more effective on the local, District, and International levels.

Local connection

The local club is the keystone of Altrusa International. It is the basic grass roots unit of the entire organization. Through the local club, Altrusa makes a difference on a community basis. Service to others in our hometown is an essential foundation of Altrusa.

International connection

Every member of Altrusa is a member of **Altrusa International, Inc.** All members receive services from the International Office and all members receive the *International Altrusan*. International provides many other printed materials, marketing tools, and leadership development materials. International hosts a biennial Convention, open to all Altrusans, to educate members and celebrate the achievements of Altrusa clubs around the world.

International also keeps in touch with other groups and organizations in the field of service important to the local clubs. It assigns delegates to major meetings of national and world organizations to learn of the latest developments in service to such fields as literacy, the handicapped, children, and the aged. This knowledge is incorporated in Altrusa’s planned programs.

District connection

An Altrusa club is strongly linked with a District which is made up of many Altrusa clubs within a specified geographic area. The District has a governor, board of directors, and committees whose purpose is to assist local clubs.

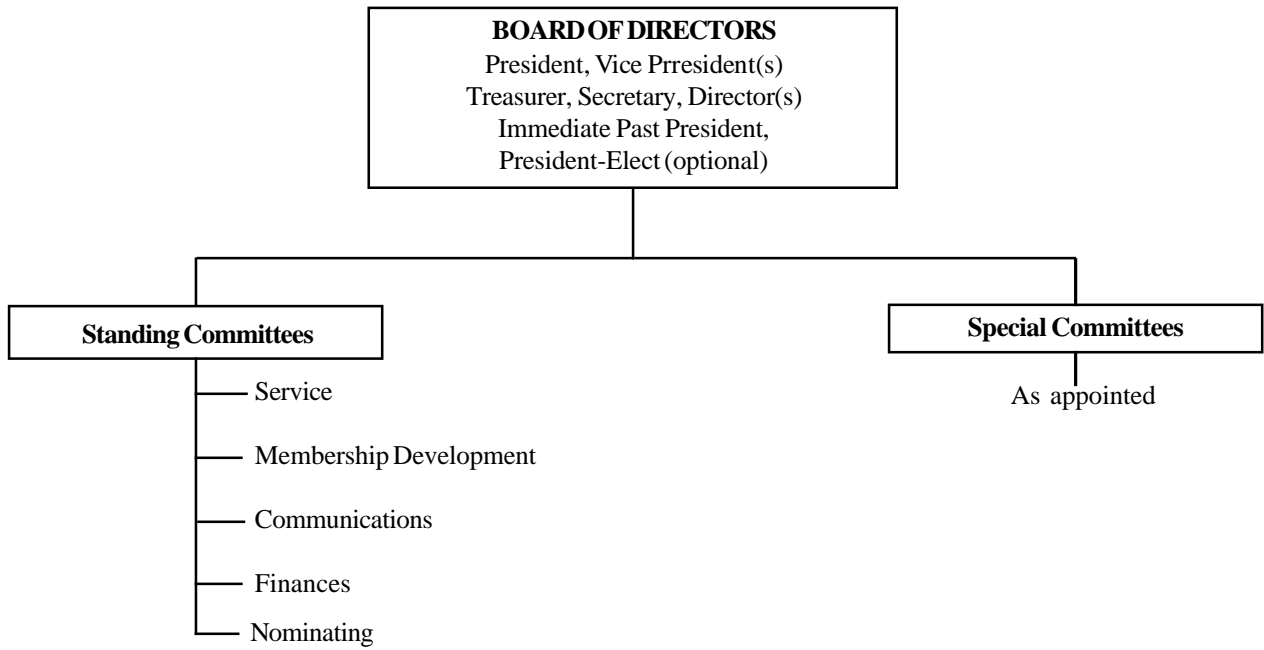
Service project ideas and techniques are communicated through *District Service Bulletins*, fall workshops, district conferences, and leadership seminars.

Lines of communication extend from the District to International, with its officers, board, and staff. Just as local club officers and chairmen work with District counterparts, those at the District level work with counterparts on the International level.

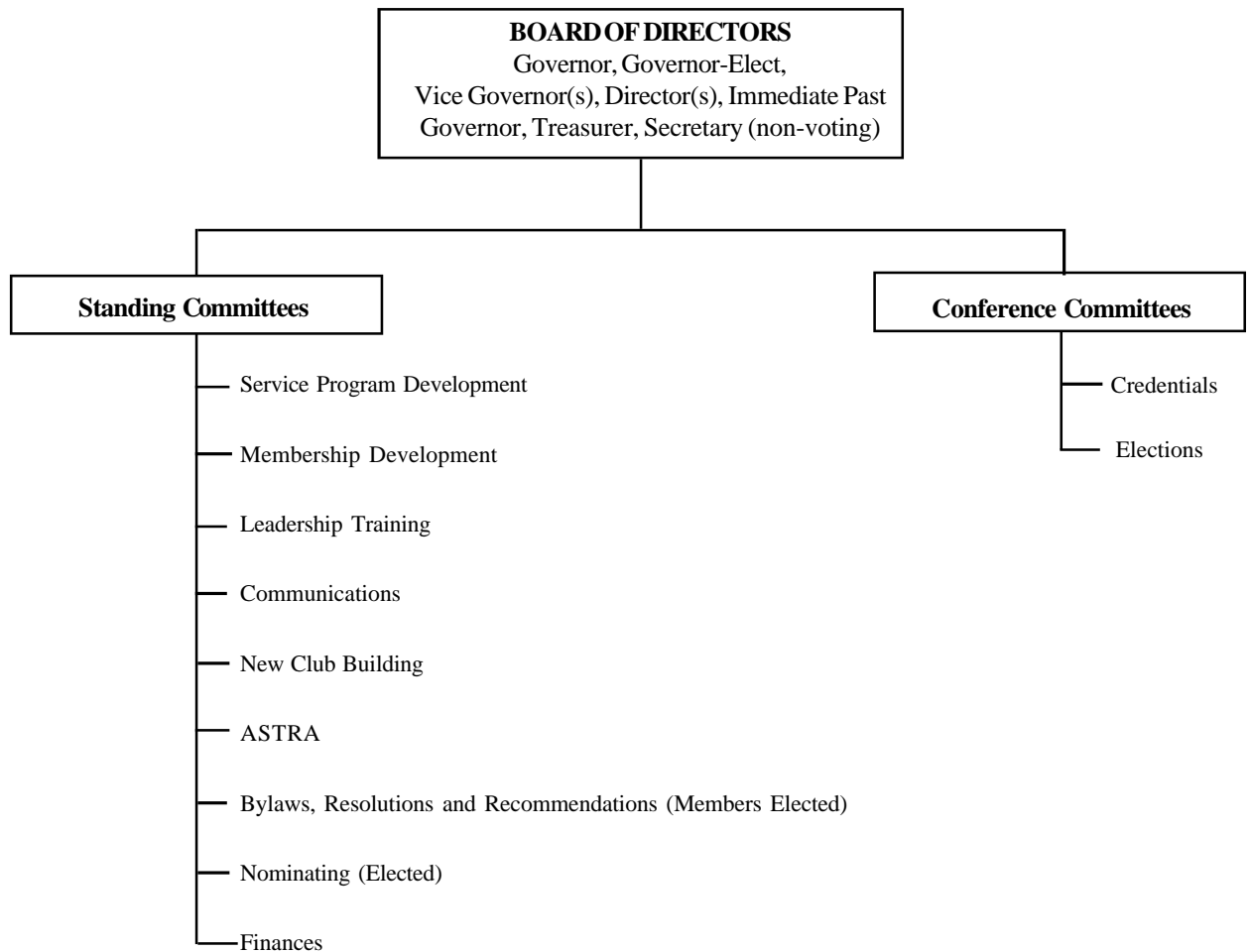
All of these opportunities add dimension to Altrusa membership beyond the local club level, and present ways to realize the members’ potential in service to others.

The charts on the next few pages show how the various parts of Altrusa work together to form the complex organization we are today.

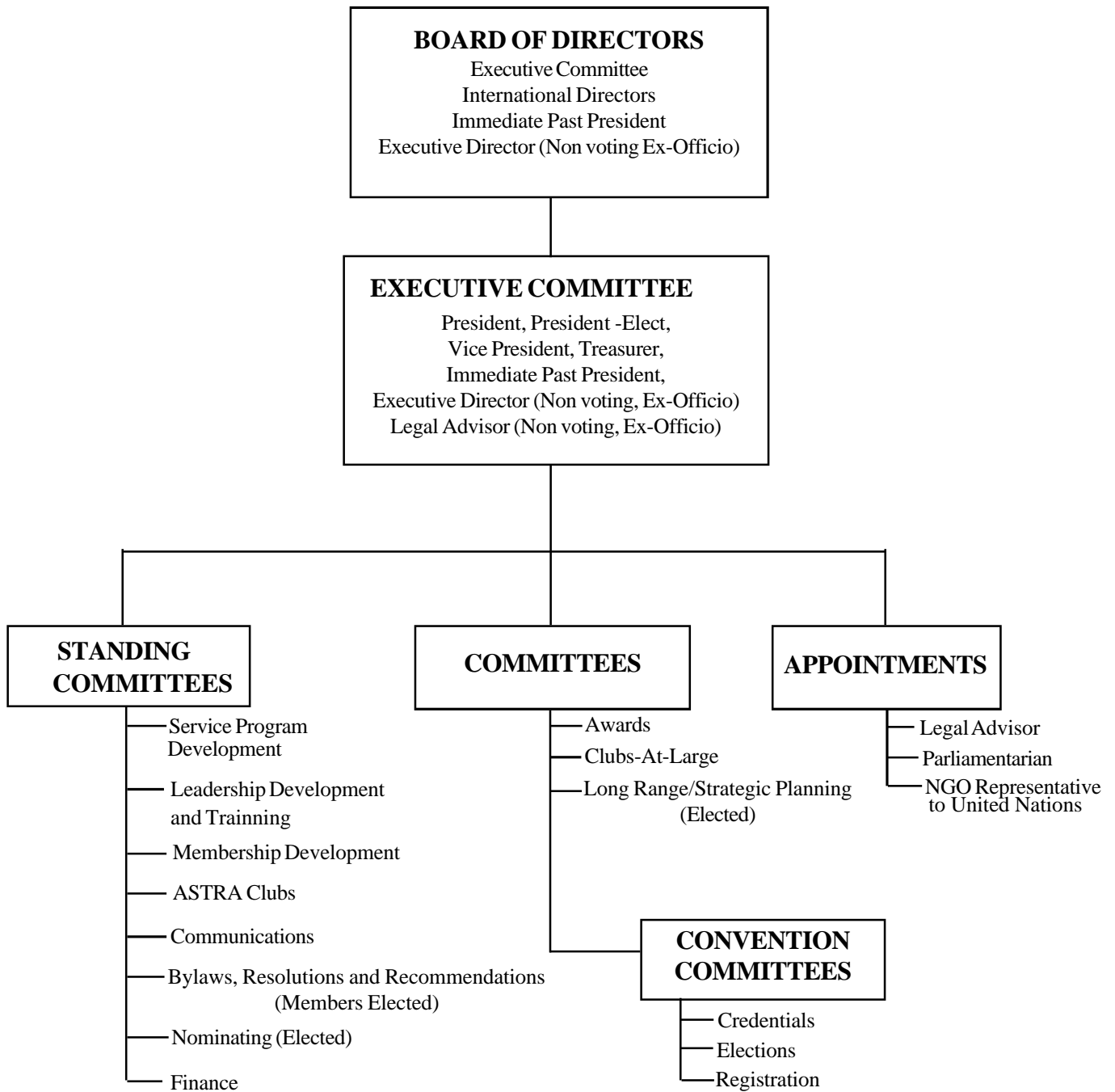
LOCAL CLUB ORGANIZATION



DISTRICT ORGANIZATION

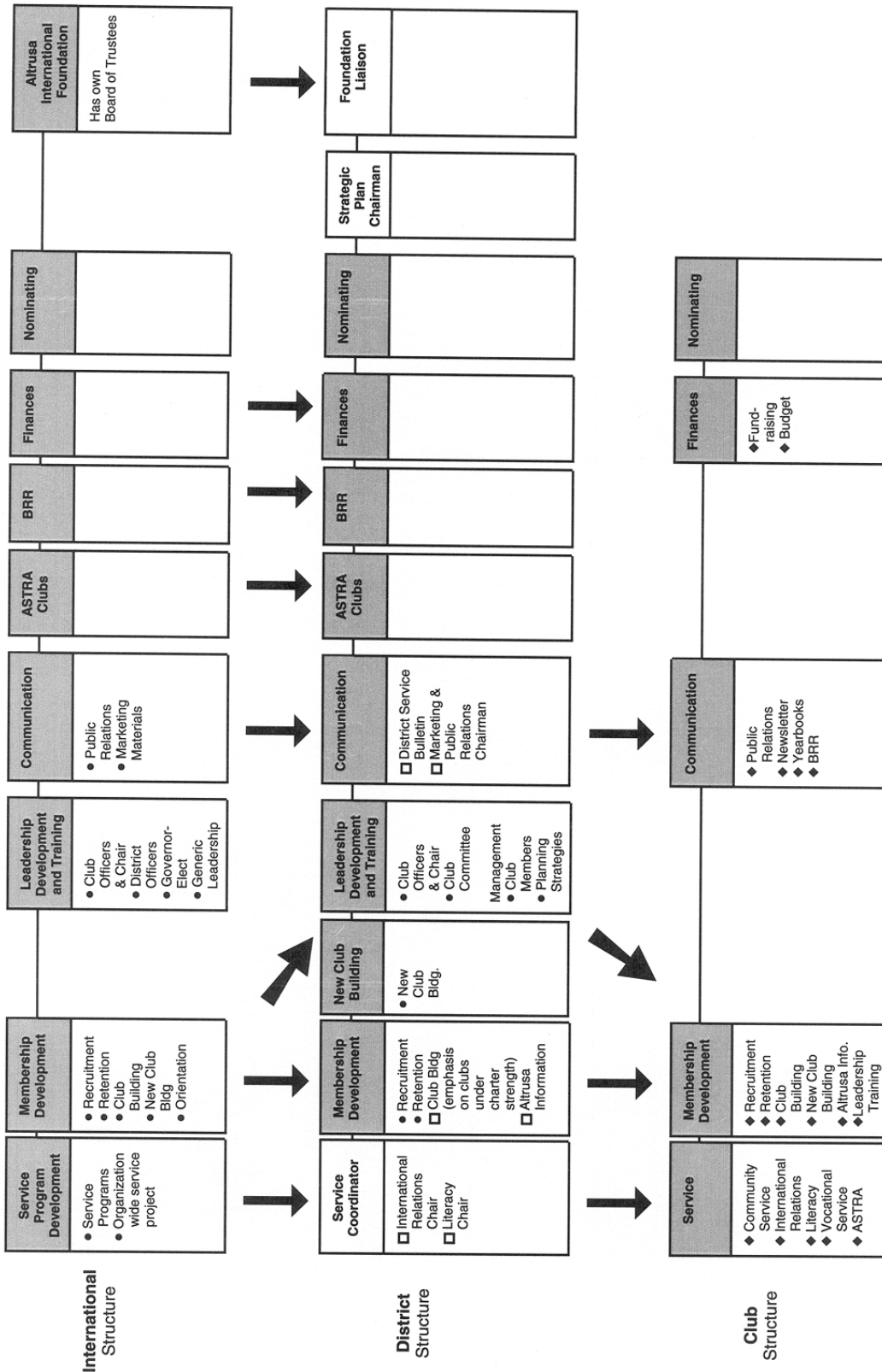


INTERNATIONAL AND DISTRICT ORGANIZATION



ALTRUSA'S COMMITTEE STRUCTURE

Altrusa International, Inc., Committee Structure



Shaded boxes indicate committees included in Bylaws

Plain boxes indicate special optional committees

• Responsibilities under each committee

Responsibility handled by a separate District chairman

◆ Responsibility listed under each committee, on a club level, may vary at club's discretion

Section

6 The Board of Directors

Working with a Board of Directors

Responsibilities of the President to the Board

Sample Job Descriptions

Guidelines for Preparing Minutes

*“A **good** leader inspires others to
have confidence in her/him.
A **great** leader inspires them to
have confidence in themselves.”*

WORKING WITH A BOARD OF DIRECTORS

A Board of Directors has responsibility for the club's operation, for stability, and for continuity. Effective Boards can mean the difference between member understanding and support of the club program, and member apathy. Boards that understand their role and fulfill their responsibilities effectively can make a significant impact in a club.

An effective Board enlists the collective wisdom of carefully selected members. Each member brings a unique knowledge, insight, skill and personal contacts. By working together a *synergism* takes effect. Separate ideas blend together to build a whole greater than the parts. An effective Board interprets programs and builds support for the club mission.

Members who feel needed and valued as Board members will experience personal growth and continue to be concerned and involved in the Altrusa club.

Obligations of Board members

Individuals who agree to serve on the club Board should do so with the understanding that there are obligations that accompany this position. Board members must be prepared:

- To consider the organization and all of its members with full honesty and reasonable efficiency
- To exercise great care, skill, and judgement
- To act out of good faith and deal fairly with the club
- To display highest loyalty, reasonable care, and business prudence in regard to the interests of the organization.

(Based on material by the Public Management Institute)

Selecting new Board members

Nominating committees have the obligation to make potential board members aware of what is expected of them as a board member. Potential board members might ask:

- What is expected of me?
- What am I going to get out of this?
- Do I have the time?
- Do I have the expertise?
- Am I comfortable with the group?

Board composition

The Board of Directors is composed of the president, president-elect (optional), one or two vice presidents, secretary, treasurer, immediate past president, and the number of directors specified in the club Bylaws. The club may decide to include a corresponding secretary and an assistant treasurer.

Responsibilities of Board members

Board members have an obligation to become thoroughly familiar with the organization before they assume their offices.

- Become familiar with all Altrusa printed materials. Especially the most current edition of the *International Bylaws and Policies*, *Altrusa Encyclopedia*, *Club Bylaws*, and *Club Policies*.
- Attend all Board meetings.
- Be familiar with the minutes of the Board and the Committee on which you serve.
- Be familiar with the club, District and International strategic plans.
- Understand the budgeting process including the General Operating Budget and the Service Project Budget (may be in Club Foundation).
- Monitor the community image of your club.
- Make certain your club is fulfilling all aspects of its not-for-profit and tax exempt status.

Duties of the Board

The duties of the Boards of Directors in all Altrusa clubs are very specific and is outlined in the *Encyclopedia*. They are:

- Determine club Policies in line with Local, District, and International Bylaws.
- Transact all club business otherwise assigned.
- Act upon all recommendations for membership.
- Supervise club activities.
- Fill vacant Offices between elections.
- Grant leaves of absence.
- Determine causes for, and initiate plans to correct, excessive member loss, and low attendance.
- Designate a place to deposit club funds.
- Approve expenditures of funds.

- Provide for the bonding of the treasurer(s) at club expense.
- Provide for annual audit of club books including Club Foundation if applicable.
- Advise club members of Board actions through the club newsletter and club meetings.
- For good cause, declare any Office vacant.
- Recommend the Operating and Service Budgets to the membership for approval.

A well prepared Board will have no difficulty executing these duties and moving the club forward. Members will also experience a sense of growth and understanding of Altrusa.

RESPONSIBILITIES OF THE PRESIDENT TO THE BOARD

As the elected leader of your Altrusa club you have many and varied responsibilities, but none as important as developing a positive relationship with your Board of Directors. It is important that team spirit be developed among the members of the Board of Directors. The members of the Board need to feel comfortable with one another. Your responsibilities to the Board fall under two categories:

Preparing your Board for their responsibilities

- **Supply** each Board member with a notebook containing:
 - *The Altrusa Encyclopedia*
 - *Membership Manual and Classification Guide*
 - *Altrusa Bylaws and Policies* (the very latest edition)
 - *Club Policies*
 - Copies of the International Long Range/Strategic Plan, District Strategic Plan and Local Club Strategic Plan
 - Set of job descriptions for each Club Officer
 - List of Board responsibilities (See this section of this handbook or the *Encyclopedia*.)

These notebooks should be kept as club materials and passed on each year to the successive Board members. Updating should be done as published.

- **Acquaint** each Officer with the responsibilities of the office. (Use either club job descriptions or the *Altrusa Encyclopedia* as a reference. Local club job descriptions are preferred as they include your club's responsibilities for each Office.)

- **Hold** a Board Orientation. Board members need to understand what is expected of them and the responsibilities of the actual Board of Directors. Even though each member knows the other members of the Board, one of your goals is to develop a team. With that in mind, do some type of ice breaker (you might ask each Board member to verbalize her/his dream for Altrusa in the coming year). This will allow the Board members to become better acquainted and develop more team rapport. Cover such things as:
 - Expenditures of club funds—what is the process used?
 - Budgeting—explain how the budgeting process operates.
 - Procedures for handling project requests.
 - Procedure your club uses for acting on recommendations for membership.
 - Procedure used in reporting board action to the membership.
 - Determine a regular meeting date for the Board.
 - Prepare your Board members to take on new leadership responsibilities in the organization.

A well prepared Board will be able to take on responsibilities and conduct business in much less time with a full understanding of what they are doing.

Board meetings

- **Prepare an agenda** for Board meetings and advance a copy to each Board member, if possible.
- **Preside at Board meetings** and follow approved parliamentary procedure.
- **Allow time for full discussion** of important business. Time spent in the Board meeting will speed the discussion during your club meeting.
- **Prepare the Board's actions and recommendations** in concise and clear language before presenting them to the club for approval. This may be delegated to another Board member (often the secretary).
- **Give advance notice** of business to be considered by the club when the Bylaws so specify.
- **Review** the Club Bylaws and Policies once a year.

SAMPLE JOB DESCRIPTIONS

It is beneficial to provide the members of your Board with job descriptions. Make sure that you, as incoming president, update the job descriptions prior to taking office and localize them based on your club's procedures. The samples on the following pages are included to help you in developing your club's job descriptions. Remember every club has different expectations and these must be localized.

**Club president
sample**

POSITION: Club president

ELECTION: Automatically assumes office as president if served as president-elect in prior year. If club does not have president-elect, assumes office of incoming president after being elected by club members. Assumes role of president after installation in May/June.

TERM OF OFFICE: One year

ROLE: The president is charged with supervising the affairs of the club and staying informed of club, District, and International policies and procedures.

RESPONSIBILITIES:

- Assume the leadership of your club.
- Appoint all standing committees, special committees and appointments as outlined in club policies. The president's appointments shall be subject to the approval of the board of directors.
- Serves as chairman of the board of directors and an ex-officio member of all committees, except the Nominating Committee.
- Prepare written agendas for all club/board meetings.
- Preside at club and board meetings.
- Schedule a time and place for regular Board meetings.
- Follow approved parliamentary procedure.
- Be familiar with the *Altrusa Encyclopedia*, and *Club, District, and International Bylaws and Policies*.
- Prepare and distribute a month-to-month calendar that lists all club and board meetings, District Conference, District workshops and International convention dates, Altrusa commitments, and District officer visitation date.
- Select a chairman and committee members for the Strategic Planning Committee. Include board members on the committee.
- Oversee the proper functioning of club committees.
- Work with the Finance Committee to prepare a budget to be presented to the membership the month after installation.
- Serve as the club's community representative, attending functions where Altrusa should be represented, or appointing another member to serve as the club's representative.
- Make sure that all District and International reports are filed in a timely manner.
- Encourage the club to submit entries for International awards, Mamie L. Bass, Letha H. Brown, Dr. Nina Fay Calhoun and all District awards.
- Represent your club as one of its delegates at District conference and International convention, if selected by the club.
- Prepare a monthly article for the club newsletter.
- Share District and International communications involving the membership.
- Direct the arrangements for the visitation of the District's Representative, such as finding accommodations, if needed, providing directions to the meeting place, and mailing copies of the club's newsletters and yearbook.
- Prepare an annual report to be presented to the members at the May business meeting.
- Attend workshops, leadership seminars, District Conferences, and International Convention, whenever possible.

**President-elect
(optional)
sample**

POSITION: President-elect (optional)

ELECTION: Elected to serve on the Board of Directors by the club members.

TERM OF OFFICE: One year

ROLE: The president-elect assumes the office of president on the expiration of the term of the current president or upon the inability of the current president to complete the term of office. The president-elect is charged with assisting the president with the club administration; assuming the responsibilities for leadership as directed by the president; and staying informed of club, District, and International policies.

RESPONSIBILITIES:

- Be prepared to act as president if required—be familiar with current club activities and meeting agenda items.
- Know parliamentary procedures and act as parliamentarian at business and board meetings. *Note: Some club president's appoint a club parliamentarian.*
- Be fully acquainted with the duties of the president
- Be knowledgeable about the club's administration and procedures.
- Be willing to accept and to carry out any special assignments that will strengthen and expedite the work of the club.
- Be familiar with the *Altrusa Encyclopedia*, and *Club, District, and International Bylaws and Policies*.
- Attend monthly board meetings.
- Prepare newsletter articles as requested by the president.
- Be familiar with incoming president's calendar; follow the timeline in making preparations to become president.
- Attend workshops, leadership seminars, District Conferences, and International Conventions, whenever possible.
- Prepare an annual report to be sent to the president in late April.

Refer to Section 16 for the Roster of Club Committee Chairs Form. For the best service from District and International, send this form to them as soon as incoming committee chairs have been appointed—preferably by May 15.

**Vice president
sample**

POSITION: Vice president(s)

ELECTION: Elected to serve on the Board of Directors by the club members.

TERM OF OFFICE: One year

ROLE: The vice president is charged with assisting the president with the club administration, assuming the responsibilities for leadership as directed by the president and staying informed of club, District, and International Policies. The vice president(s) (in order of succession) serve(s) as the executive officer in the absence or inability to serve by the president or president-elect (if applicable).

RESPONSIBILITIES:

- Be prepared to act as president if required; be familiar with current club activities and meeting agenda items.
- Know parliamentary procedures. Act as parliamentarian in the absence of the president-elect. *Note: Some club president's appoint a club parliamentarian.*
- Be fully acquainted with the duties of the president.
- Act as a sounding board for the president.
- Be knowledgeable about the club's administration and procedures.
- Be willing to accept and carry out any special assignments that will strengthen and expedite the work of the club.
- Be familiar with the *Altrusa Encyclopedia*, and *Club, District, and International Bylaws and Policies*.
- Attend monthly Board meetings.
- Prepare newsletter articles as requested by president.
- Attend workshops, leadership seminars, District Conferences, and International Conventions, whenever possible.
- Prepare an annual report to be sent to the president in late April.

**Treasurer
sample**

POSITION: Treasurer

ELECTION: Elected to serve on the Board of Directors by the club members.

TERM OF OFFICE: One year

ROLE: The treasurer is charged with taking care of the club's funds; paying all bills and dues balances in a timely manner; and keeping the president, Board, and members informed about the clubs finances.

RESPONSIBILITIES:

- Receive, record and promptly deposit all club funds into the club account at the bank designated by the board of directors.
- Pay all bills and dues balances promptly.
- Send dues notices to members; issue and sign membership cards when dues are paid. These should be mailed before May 1.
- **Send annual dues and nonmember subscription payments** to the International Office; send District dues to the District Treasurer; use the forms provided as described in the *Treasurer's Guide*. June 1 is the deadline for mailing annual dues and they must be mailed prior to June 15 to avoid a late fee.
- **Send new members dues (enclosing per capita dues and processing fee) and information** to District and International. The Membership Information Form may be ordered from the International office at no cost or downloaded from www.altrusa.com.
- **Report any membership changes** promptly to the International Office and the District.
- **Update and return the club membership roster** mailed from the International Office.
- Present a monthly report to the Board and membership; prepare a statement of the fiscal year's income and expense to present at the club's annual meeting; submit the accounting books for annual audit.
- Maintain the club membership records, showing classification, job title, home and business addresses, fax number, email address, and telephone numbers for each member.
- Understand current policies and procedures for collecting and submitting International and District membership dues and fees, District Conference fees, International fees, and subscription payments for the International publications.
- Serve as the Finance Committee Chair and help plan the club's budget.
- Stay informed of District and International policies and procedures.
- Prepare an annual report to be sent to the president late in April.
- Attend workshops, leadership seminars, District Conferences, and International Conventions, whenever possible.

**Secretary
sample**

POSITION: Secretary

ELECTION: Elected to serve on the Board of Directors by the club members.

TERM OF OFFICE: One year

ROLE: The secretary is charged with keeping accurate minutes of Board and club meetings, and staying informed of District and International policies.

RESPONSIBILITIES:

- Take minutes of all club and board meetings using the guidelines in the *Encyclopedia and Guidelines for Preparing Minutes* (in this section).
- Publish and distribute the minutes in a timely manner.
- Keep a record of attendance at all meetings.
- Maintain the club's permanent records, including all minutes and any papers the club orders to be placed on file; these records are kept separate from the records of other club Officers and Committee Chairs.
- Issue notices of club meetings.
- Handle the general correspondence of the club and president as requested, excluding correspondence that relates specifically to the responsibilities of the Officers and Committee Chairs.
- Send the names and addresses of newly elected Officers and Directors to the International Office and the District Governor within the first ten days following elections.
- Complete a Member Referral Form for any active members moving to a community having an Altrusa club.
- Complete an Application for Affiliate Membership Form for any member seeking affiliate status.
- Send the slate of candidates for club Officers and Director positions to the club membership immediately following receipt from the Nominating Committee.
- Send the names of District Conference delegates and alternates to the District Secretary immediately following their election.
- Send the names of International Convention delegates and alternates to the International Office immediately following their election.
- Prepare an annual report to be sent to the president late in April.
- Attend workshops, leadership seminars, District Conferences, and International Conventions, whenever possible.

Refer to Section 16 for the Roster of Club Officers Form. For the best service from District and International, send this form to them within ten days following your club's election.

**Immediate past
president
sample**

POSITION: Immediate Past President

ELECTION: Automatically assumes position after term as president is completed and new president is installed.

TERM OF OFFICE: One year

ROLE: The immediate past president is charged with continuing in a leadership role by helping to ensure a smooth transition for the incoming president and Board and acting as “elder statesman.”

RESPONSIBILITIES:

- Attend and participate at Board meetings.
- Advise the president as requested.
- Assure a prompt transfer of workbooks, files and records from current Officers and Committee Chairs to their successors by the beginning of the new club year.
- Prepare an annual report to be sent to the president by late April.
- Chair special projects when requested.
- Attend workshops, leadership seminars, District Conferences, and International Conventions, whenever possible.

**Director
sample**

POSITION: Director

ELECTION: Elected to serve on the Board of Directors by the club members. The number of Directors elected in even- and odd-numbered years is determined by the club bylaws.

TERM OF OFFICE: Two years

ROLE: The Director is charged with adding balance to the board.

RESPONSIBILITIES:

- Attend and participate at Board meetings.
- Accept and carry out special assignments from the president or Board.
- Prepare an annual report to be sent to the president by late April.
- Attend workshops, leadership seminars, District Conferences, and International Conventions, whenever possible.

GUIDELINES FOR PREPARING MINUTES

For the Secretary

Minutes are the official, legal record of a club and should never be destroyed. The minutes:

- Keep absent members informed of the club's business
- Help club leaders follow up on assignments and actions
- Help formulate the agenda for future meetings
- Give continuity to the procedures and traditional activities of the club
- Provide a valuable review of the activities of the past
- Are valuable resources in assessing member participation when considering Committee Chair appointments and Officer nominations

The minutes should contain what was **done** by the organization, not what was said by the members.

- **The first paragraph** should contain:
 - The kind of meeting (regular, special, etc.)
 - The name of the organization (Altrusa International, Inc. of ...)
 - The date, the time, and the location of the meeting
 - Call to order—the fact that the regular presiding officer and secretary were present or the names of the members who substituted for them
 - Whether the minutes of the previous meeting were read (or printed in the newsletter) and approved as read, or as corrected
 - Treasurer's report, as read, to be placed on file
- **The body** of the minutes should contain:
 - A separate paragraph for each subject matter
 - All main motions, worded as stated or amended, and whether adopted or defeated
 - The name of the member moving the action may be included, but not the member seconding.
 - The exact wording of committee assignments, including any power to act, the due date, and the names of the committee chair and members.

Remarks of a speaker or details of the program should not be included.

- **The last paragraph** should state the **hour of adjournment**.

The secretary should provide the president with a copy of the minutes of the previous meeting well in advance of the next meeting. Minutes may also be placed in club newsletters. If this is done, minutes do not need to be read at the meeting which is a timesaving factor.

Note: *Club Bylaws require the election of a club secretary, but a club may elect or appoint a corresponding secretary to assist the secretary in performing all necessary tasks.*

Section

7 Effective Committees

Effective Committees

Steps in Developing a Project

Committee Task Sheets

Altrusa Committees and Job Descriptions

Nominations and Elections

Checklist for Assessing a Committee's Health

*Coming together is a beginning
Keeping together is progress
Working together is success*

EFFECTIVE COMMITTEES

Volunteer organizations are especially dependent on well-functioning committees and task forces. Altrusa is no exception. In fact committees could be described as the very backbone of our organization. By delegating the majority of the work to appropriate committees, Altrusa not only shares the work load, but involves members who bring different skills, ideas, and interests. Working at the committee level enhances new members' learning about Altrusa and provides the opportunity for self satisfaction.

For the president

Time spent with the careful development and organization of effective working committees will result in a strong and vital club. Orient your committee chairmen. Your responsibilities are to:

- **See that each member serves** on at least one committee, subcommittee, or task force.
- **Share this section of your handbook** and appropriate materials in the “Leadership Section” with your committee chairs. Remember they are leaders, too.
- **Orient your Committee Chairmen:**
 - Make sure each committee defines goals that relate to the particular function and/or assignment of the committee within the framework of overall program goals.
 - Make sure the Committee Chair and members determine the expected period of time in which a committee job is to be completed. For standing committees this will be one year; however, special project committees may take more or less time.
 - Train your Committee Chairs to carefully and logically plan all activities, making an effort to develop and utilize the talents of each committee member.
 - Make sure your Committee Chairmen are familiar with the club strategic plan. You might highlight the sections that affect their Committee on a copy of the plan for each Chair.

Tips for the successful committee chair

For a committee to act successfully, the following are needed:

- **Consider the skills, knowledge and experience** each member brings to the committee. Make assignments accordingly. Members want to feel good about their contribution.
- **Explain what you want to accomplish** and the deadlines to get the work done. Be specific! There is nothing more discouraging than to have work rejected at its completion. Time spent initially clarifying and confirming what is expected is time well spent. Spending time at the beginning of a project prevents mistakes and misunderstandings that are difficult to correct.

- **Give members** the freedom to think and be creative. Encourage members to think for themselves
- **Explain the purpose** of the assignment and how it fits into the big picture of the project. People are motivated when they understand the reasons for their effort.
- **Set up checkpoints** for mutually determined deadlines. Did you reach an important point on time?
- **Don't rush to the rescue!** Trust a member to complete work as assigned. Encourage her/him to resolve any problem by suggesting alternate solutions and recommendations.
- **Help people to learn** from their mistakes by reviewing the situation and asking them how they would handle it differently the next time.
- **Always praise work** well done!

As a Committee Chairman, at some point you will find yourself working with members with little or no leadership experience. One of your roles will be—through example—to teach organizational skills, delegation, communication, and evaluation techniques.

CUSTOMIZE ACTIONS WITH EXPERIENCE

As a “**people developer**,” you want to be sure that as confidence and experience increase, you provide more opportunities to act with less direction from you. Be cognizant of each member’s level of experience:

1. With a **new committee member** you will need to offer a great deal of advice and direction.
2. With a **slightly more experienced member**, you might expect not only the needed information, but a set of recommendations concerning the issue.
3. In the case of a **well-experienced member** you want to support considerable freedom to act as an acknowledgment of your respect for her/his independence.
4. Finally, with your **most trusted member**, encourage her/him to act independently and report outcomes or results to you. This implies an enormous amount of confidence based on her/his skill.

(Adapted from MacKenzie and Moore, pages 108 – 110)

**Responsibilities
of Altrusa
Committee
Chairmen**

- Know fully the purpose and requirements of the committee.
- Give time, thought, study, and originality to carrying out the work of the committee.
- Be familiar with the club strategic plan and your committee's tasks in relation to it.
- Assist your committee in defining goals that relate to the particular function and/or assignment of the committee.
- Hold regular planning meetings.
- Advise the president of all committee meetings and invite her/him to attend.
- As a committee, prepare both an action plan and a task management sheet for every project. (Samples are in Section 4 of this handbook.)
- Select a committee recorder. Keep thorough records of all meetings and activities.
- Follow through to see that the work is done.
- Do not work as a "loner," doing all the work yourself.
- Be impartial, flexible, humble, helpful, and firm in your determination to reach the goals set by the committee.
- Keep the officers and the club informed as to the progress being made.
- Submit committee reports promptly as requested.
- Have something to say about your committee at each business meeting.
- Plan some manner of transition meeting for the purpose of turning materials over to the next chairman.
- Evaluate each activity with a constructive focus.
- Enjoy the fruits of your committee's labors and share them with other clubs in your District.

Profile of a dream team

Being a Committee Chairman can be a great leadership development tool for the Chairman, and give her/him a great sense of satisfaction. However, it takes time and planning. Working with a committee means developing a team. Share this profile with your chairmen as they develop their teams. A dream team:

- Works towards a common goal
- Develops its members skills
- Uses its time and talents efficiently
- Enhances the diversity of its members
- Commits to continuous improvement
- Builds morale internally
- Performs effectively and produces results
- Accepts praise and criticism
- Cooperates rather than competes
- Uses resources wisely
- Maintains a positive attitude toward everyone
- Stays on task
- Communicates openly
- Learns from each other
- Resolves conflict effectively
- Welcomes challenges
- Shares pride in its accomplishments
- Celebrates successes

As mentioned previously, Section 4 of this handbook deals with planning and especially project planning. On the following few pages is another approach to project planning. Presidents, please share this information with all Committee Chairs.

STEPS IN DEVELOPING A PROJECT		
The project	A club service project is an activity accepted, approved, and sponsored by the membership in response to an identified need in the community.	
State the purpose	The purpose of a project is to take action, in the community, to improve the quality of life.	
Select a project	Identify the most serious community problems. Identify the problems the club can do something about.	
	Club resources	Community resources
	Identify expertise of members	Undertake feasibility study
	Assess interest	Review what others are doing
	Assess commitment	Survey outside help availability
	Estimate member availability	Determine financial obligation
Develop a plan of action	Select a project of high priority for the community. Select a project of high priority to the members. Obtain board approval.	
	Club planning	Community planning
	Clarify goals	Secure permission, authorization, and/or cooperation as needed
	Identify steps required for implementation	Prepare advance publicity
	Develop a time schedule	
	Develop a roster of specific responsibilities	
Implement the project	Initiate/activate Follow-through Involve other groups as partners, if appropriate.	
Review the project	Club aspect	Community aspect
	Is there a continuing interest?	Is there a continuing need?
	Is there a sustained involvement?	Is project revision desirable?

ALTRUSA COMMITTEES AND JOB DESCRIPTIONS

The standing committees of all Altrusa clubs are **Service, Membership Development, Communications, and Finances**. It is important to note that the **Nominating Committee** is a required committee, but stands alone as all its members are to be elected. As the club president it is important that you read both the *Altrusa Bylaws and Policies* and the *Altrusa International Encyclopedia* as they relate to the committees.

Clubs may choose to have other committees. These might include a special project committee or task force, BRR Committee, Hospitality, New Club Building, etc.

No matter how many committees your club has, it is important for you to develop a job description to be given to each chairman. Remember, some of your chairmen may be new members. Use your Club's Strategic Plan, the District Strategic Plan and the International Long-Range/Strategic Plan to help you with the specifics for your club's job descriptions. Sample job descriptions for the standing committees are on the following pages. Fill in the blanks for the appropriate dates, etc., for your club. Use these as a guide for developing job descriptions for your committee chairs. Remember you are a "people developer"; providing your chairmen with job descriptions will help them grow into their tasks.

If you want one year of prosperity, grow grain.

If you want ten years of prosperity, grow trees.

*If you want a hundred years of prosperity,
grow people.*

— Chinese Proverb —

Communications Committee **Altrusa International, Inc., of _____**
sample job description **20__ – 20__ Communications Committee**

Chair:

Members (list):

-
- Role**
- .. Produce a monthly newsletter
 - .. Produce annual updated yearbook
 - .. Keep promotional brochures updated
 - .. Produce new brochures as needed
 - .. Produce materials for special projects as requested
 - .. Be responsible for the club's archives
 - .. Forward items to the *District Service Bulletin* editor
 - .. Organize publicity for club activities
 - .. Keep the club up to date concerning any changes from the Bylaws, Resolutions, and Recommendations Committee
 - .. Work with the president to produce a club evaluation form
 - .. Keep updated member profiles for press items and yearbook

-
- General items**
- .. Be familiar with the Club, District and International Long Range/Strategic Plan. Study the functions of this committee as it relates to these plans.
 - .. Organize a presentation for the program meeting in _____
 - .. Actively seek articles for the newsletter from all members
 - .. Obtain new member profiles for the yearbook and newsletter

-
- Important dates**
- .. Annual planning meeting on _____
 - .. Written committee report to be given to the president by the first of each month
 - .. Mail newsletter by _____ of each month
 - .. Give new/updated club yearbooks to members by September 1
 - .. Revise and reprint promotional materials by _____
 - .. Submit publicity items for local newspaper by the _____ week of each month

**Service
Committee
sample job
description**

Altrusa International, Inc., of _____

20__ – 20__ Service Committee

Chair:

Members (list):

Role

- .. Organize and coordinate all service activities for the club
- .. Provide updated documentation (files) for all on-going projects to the next chair
- .. Obtain ideas for new service and literacy projects to be presented at the annual planning meeting
- .. Track all service hours and provide totals to the president by May 15th
- .. Work with the Strategic Planning Committee to develop Service Committee goals and action steps
- .. Work on a Community Needs Assessment
- .. Work closely with the Finances Committee and/or Foundation Treasurer to keep track of service expenditures
- .. Build a network with other service organizations
- .. Keep an updated calendar of activities, number of people needed, hours of work, etc., to be printed in the newsletter and a copy given to the president

General items

- .. Be familiar with the Club, District and International Long Range/Strategic Plan. Study the functions of this committee as it relates to these plans.
- .. Organize a presentation for the program meeting in _____
- .. Submit a major service project for the Mamie L. Bass award
- .. Submit a major literacy project for the Letha H. Brown award
- .. Submit an entry for the Dr. Nina Fay Calhoun International Relations Award

Important Dates

- .. Annual planning meeting on _____
- .. Written committee report to be given to the president by the first of each month
- .. Written report for the annual planning meeting
- .. Submit entries for the Mamie L. Bass, Letha H. Brown and Dr. Nina Fay Calhoun awards prior to District due dates.

Membership Development Committee **Altrusa International , Inc., of _____**
sample job description **20__ – 20__ Membership Development Committee**

Chair:

Members (list):

Role

- .. Identify creative ways of attracting new members
- .. Organize a membership drive
- .. Develop an orientation program
- .. Develop a new member mentor program
- .. Initiate new members
- .. Develop new initiation programs
- .. Assist with coordination of the installation of the board
- .. Revise the membership procedures, as needed
- .. Work with the Strategic Planning Committee to develop membership goals and action steps

General items

- .. Be familiar with the Club, District and the International Long Range/Strategic Plan. Study the functions of this committee as it relates to these plans.
- .. Organize a presentation for the program meeting in _____
- .. Hold quarterly orientation meetings
- .. Hold an annual reorientation meeting
- .. Prepare newsletter articles as requested
- .. Make sure all paperwork is correctly filled out and dues from new members are given to the treasurer prior to initiation.

Important dates

- .. Annual planning meeting on _____
- .. Written committee report to be given to the president by the first of each month
- .. Orientation meetings on _____, _____, _____, and _____
- .. Annual reorientation program on _____
- .. Annual membership drive _____.
- .. Revised membership procedures to the board by _____.

**Finances
Committee
sample job
description**

Altrusa International, Inc., of _____

20__ – 20__ Finances Committee

Chair:

Members (list):

Role

- .. Coordinate the club's finances
- .. Set the members' dues for the year and present them to the board and membership for approval
- .. Find a new fund-raising activity each year*
- .. Organize and coordinate all fund-raising activities for the club*
- .. Purchase all Altrusa supplies
- .. Work with the president and Service Committee(s) to build the club's budget
- .. Provide **updated** documentation (files) for all on going fund-raising activities to the next chair*
- .. Work with the incoming president, treasurer, and foundation treasurer (if appropriate) to develop the club's annual budget

***Note: Some clubs have separate Committee for fund-raising**

General items

- .. Be familiar with the Club, District and the International Long Range/Strategic Plan. Study the functions of this committee as it relates to these plans.
- .. Organize a presentation for the program meeting in _____
- .. Work with the Communications Committee to produce articles for local newspapers about fund raising activities (unless assigned to a separate Committee)

Important dates

- .. Annual planning meeting on _____
- .. Written committee report to be given to the president by the first of each month
- .. Budget to the board of directors by _____
- .. Budget to the membership by _____
- .. Written report for annual planning meeting in April

Nominating Committee **Altrusa International, Inc., of _____**
sample job description **20__ – 20__ Nominating Committee**

Election A minimum of three members elected by the membership. The individual with the most votes becomes chairman.

Period of time One year

Role Make all arrangements necessary for the election of officers

-
- Responsibilities**
- .. Review the duties and responsibilities of each office prior to developing a slate
 - .. Study the bylaws to determine eligibility for each position
 - .. Poll members of the group to determine interest in holding a board position
 - .. Prepare a slate of nominees including at least one and hopefully two or three for each position
 - .. Present the slate of nominees to the president, secretary, and membership no less than thirty (30) days prior to the election in March
 - .. Prepare a written ballot to be used during the March election
 - .. Count the ballots and announce results
 - .. Organize a run-off vote if necessary
 - .. Present results to the president, secretary, and newsletter editor for announcement and publication
 - .. Present the list of new officers to the Communications chairman for media announcement

NOMINATIONS AND ELECTIONS

The process for nominations and elections is relatively simple and as the club president, you have only one responsibility: **making sure it gets done on time**. You should not be involved in either the nominating or election process except when nominations are read at the time of elections and the ballot is finalized.

Where can I, the president, learn about the process?

The *International Bylaws, Article XIII, Section 1* and the *Encyclopedia*.

Who nominates?

According to the bylaws, the Nominating Committee is to be elected. The committee consists of at least three members who will contact club members to determine interest in running for an office.

Do we need an Election Committee?

No! In most clubs, the Nominating Committee acts as an Election Committee and organizes the election.

Can we vote by show of hands?

No! This is one time you need to vote by ballot. Every member must feel free to vote her/his conscience without the pressure of everyone in the room watching. Remember, you are electing your future leadership and the direction this elected board takes is the direction your club will take in the future.

What do I need to be aware of?

Scheduling! Many clubs forget to put the election of the Nominating Committee on the agenda. This must be done no later than 8 weeks prior to the March business meeting/prior to the election. However, this doesn't give the Nominating Committee time to contact all members, fill all positions with—hopefully—two or more nominees, and announce the slate one month in advance of the election. The process needs to be started much earlier. If the Nominating Committee is elected in November or December, they can begin thinking about their role and how to begin the process in January, and announce the slate of nominees in February.

In March, what is my role in the election process?

You ask if there are any additional nominations for each office. If not, indicate “the nominations are closed.” If yes, proceed with the additional nomination(s) and then indicate the “nominations are closed.”

May I vote during my club's elections?

No! Your vote is saved in the event there is a tie vote. You wait and vote only if needed.

What do I need to know about the International and District elections?

Both International and your District will inform you well in advance and send thorough election instructions. Follow them to the letter and take part in the nomination process. If clubs do not respond, the names of possible nominees are overlooked. **Your responsibility is to make sure your club participates in the nomination process.**

CHECKLIST FOR ASSESSING A COMMITTEE'S HEALTH

Climate

- ⌞ Does it feel warm, supportive, and friendly?
- ⌞ Are some parts of the group hostile or resistant?
- ⌞ Is the atmosphere comfortable or tense?
- ⌞ Are new members introduced to all other committee members and made to feel welcome or are they ignored?

Interaction

- ⌞ Does the chairperson recognize others or maintain a stony silence?
- ⌞ Is the meeting one of sharing or is it a one-way monologue?
- ⌞ Is all participation directed at the chairperson or is there lively debate involving everyone?
- ⌞ Are there cliques—small groups who appear to carry on their own meeting?
- ⌞ Are there silent members?

Conflict

- ⌞ Is conflict acknowledged and explored or suppressed and denied?
- ⌞ Are different points of view welcomed?
- ⌞ Does the committee identify a range of options or adopt the first suggestion?
- ⌞ Are there obvious winners and losers in discussions?

Decisions

- ⌞ Are decisions made or is discussion circular, without resolution?

Energy

- ⌞ Do you sense enthusiasm, excitement, and passion or is the group flat and unresponsive?
- ⌞ Are there flashes of humor, intensity?

Evaluation

- ⌞ Is the process or the product ever evaluated?
- ⌞ Does the group spend time looking at its own performance?

(MacKenzie and Moore, page 19)

Section

8 Club Finances

Club Presidents and Finances

Budgeting

Frequently Asked Questions

Club Liability Insurance

*“Add up what you have,
and you’ll find that you won’t sell them
for all the riches in the world.”*

— Dale Carnegie —

CLUB PRESIDENTS AND FINANCES

The club treasurer plays an integral role in member satisfaction and retention since the treasurer is the most direct communication link between club members, the district and Altrusa International. Members become disenchanted with Altrusa when they do not receive the services that they have paid for such as the *International Altrusan* and the *District Service Bulletin*.

To the president

Even though there is a Club Treasurer, a Finances Committee, and, if applicable, a Foundation Board of Directors, you as president are ultimately responsible for the success of all aspects of the club and none more so than finances.

As the president you must know that your treasurer is functioning in a timely and thorough manner.

It is important for you to understand the following aspects of club finances:

- Budgeting, both operating and service
- General fiscal procedures
- Legal aspects of certain fund raisers
- Club insurance - Club Liability Insurance for all club activities is covered by a Policy purchased by International. Club Bond has to be purchased by the club. - See Page 124

These items will be covered in this section of the handbook for your benefit. In addition there are policies in the *Bylaws and Policies Manual* that cover fund raising and a good section in the *Encyclopedia*. Read these manuals carefully.

Encourage

Encourage your treasurer to attend all training sessions designed with her/his position in mind. Most districts hold a treasurer's workshop at their district conference. As soon as the election is completed begin discussing the need for her/him to be at the conference.

It is also the responsibility of the outgoing treasurer to fully train the incoming treasurer. Your role is to see that this happens.

Where do we obtain printed information?

The yearly *Club Treasurer's Guide* is the best source of information concerning the responsibilities of the treasurer. This is sent directly to the treasurer in April. If you wish to study it, the guide may be accessed from the Altrusa web page at www.altrusa.com.

Important dates

- June 15
 - All dues must be mailed or at least postmarked by this date to prevent a delinquency fee.
 - Convention fee due to International
- July 10
 - Last day to retain membership. All unpaid members are dropped.
- October 15
 - In the United States, IRS Form-990 is due if the club has gross receipts of over \$25,000.
- December 1
 - Half-year (half price) dues go into effect for new members.
- March 31
 - Last day for half-year dues. Keep in mind that the member who pays half year dues now will also be billed for full year dues in May.
- April 1
 - New members paying dues between April 1 and May 31 pay full annual International, District, and club dues which represent dues for April of the current year through May of the following year. (A year and two months dues)

Audit

Remember to schedule an end-of-the-year audit. As soon as the outgoing treasurer is able to finalize the year's financial information, the books should be audited.

BUDGETING

The general operating budget

The general operating budget is based on anticipated income from membership dues and processing fees and on estimated income from sources other than solicitation from the general public.

The general operating budget must provide for the following expenses:

- International dues
- Membership processing fees
- District dues
- International Convention fee
- District Conference fee, if any
- Club Officer and Committee expenses
- Yearbook printing expenses
- Newsletter printing and distribution expenses
- Delegates expenses for District Conference
- Delegates expenses for International Convention

Note: A member's annual dues are equal to the sum of International, District and local club dues. In addition to this, new members pay an International membership processing fee, plus a club initiation fee to cover the cost of a new member kit and pin. The initiation fee is optional; some clubs purchase kits and pins for their new members.

The following sample budget form is a handy tool to use during the actual budgeting process. If clubs prefer, they may publish the final budget using only the amount budgeted for each item.

Operating budget *sample*
Service project budget

The service project budget is based on the anticipated in-

Income		Previous year's budget	Previous year's actual	Proposed budget
	Returning members @ _____	\$ _____	_____	_____
	New members:			
	_____ Full year dues @ _____	\$ _____	_____	_____
	_____ Half year dues @ _____	\$ _____	_____	_____
	<i>Total income from dues</i>	\$ _____	_____	_____
	Processing fees @ _____	\$ _____	_____	_____
	Interest income	\$ _____	_____	_____
	Miscellaneous income	\$ _____	_____	_____
	<i>Total Income</i>	\$ _____	_____	_____
<hr/>				
Expenses— Fixed	International dues @ _____	\$ _____	_____	_____
	District dues @ _____	\$ _____	_____	_____
	Int'l processing fees @ _____	\$ _____	_____	_____
	District Conference fee	\$ _____	_____	_____
	International Convention fee	\$ _____	_____	_____
	Treasurer's bond	\$ _____	_____	_____
	<i>Total fixed expenses</i>	\$ _____	_____	_____
<hr/>				
Expenses— Operating	President: Office expenses	\$ _____	_____	_____
	Other Officers: Office expenses	\$ _____	_____	_____
	Committee Chairs	\$ _____	_____	_____
	Yearbook (printing)	\$ _____	_____	_____
	Newsletter (printing and postage)	\$ _____	_____	_____
	Supplies (stationery, pins, kits, etc.)	\$ _____	_____	_____
	Mailings (postage)	\$ _____	_____	_____
	Telephone	\$ _____	_____	_____
	Dinner guests	\$ _____	_____	_____
	Delegates—Int'l Convention	\$ _____	_____	_____
	Delegates—District Conference	\$ _____	_____	_____
	Members to District workshops	\$ _____	_____	_____
	Miscellaneous	\$ _____	_____	_____
	<i>Total operating expenses</i>	\$ _____	_____	_____
	<i>Total Expenses</i>	\$ _____	_____	_____

come from any fundraising activities held during the current year, donations earmarked for service projects, and unexpended service project funds from the preceding year. This budget provides for service project expenses, including the following:

- Donations to fund community or international projects
- Material and service purchases for service projects
- Fundraising expenses

Note

Contributions to the Altrusa International Foundation may be budgeted in either the general operating or service project budget. All club members and the general public should be solicited for additional voluntary contributions.

A club in the United States that establishes a 501 (c)(3) foundation must also establish a separate budget for the foundation's operations in accordance with all provisions contained in the information supplied to clubs by the Altrusa International Foundation.

Any club interested in establishing a foundation may contact the International Foundation Administrative Assistant at the International Office for information. Refer to Section 15 for more information.

**Service budget
sample**

Income	Balance as of May 31, 20__			
	Fund-raising activities:			
	_____	\$ _____	_____	_____
	_____	\$ _____	_____	_____
	_____	\$ _____	_____	_____
	Miscellaneous	\$ _____	_____	_____
	Total Income	\$ _____	_____	_____

Expenses	List separately for each project:			
	_____	\$ _____	_____	_____
	_____	\$ _____	_____	_____
	_____	\$ _____	_____	_____
	Altrusa International Foundation donation	\$ _____	_____	_____

	Fund-raising expenses	\$ _____	_____	_____

	Total Expenses	\$ _____	_____	_____

FREQUENTLY ASKED QUESTIONS ABOUT FUND RAISING

In the United States

May clubs conduct raffles? Even though raffles are a relatively easy way to make money they can and do cause legal problems for many clubs. No set rules can be established since every country/state differs in its laws. The best advice is to call your country/state's Gambling or Gaming Commission for details concerning the laws in your area. Be sure to ask how much of the proceeds can be used to cover raffle expenses and how much, if any, can be used for club operating expenses.

How much of the income from projects advertised to the public for the purpose of funding service projects can be used for operating expenses? In the United States it is illegal to use funds advertised for service project fund raising for operating budget expenses.

How do we earn money for operating expenses? The general operating budget is based on anticipated income from membership dues and processing fees and on estimated income from sources other than solicitations from the general public. For example the sale of Entertainment Books to club members is perfectly legal for operating expenses; however, if they are sold to the general public the income should go into the service or club foundation budget.

May money be taken out of club foundation funds for operating expenses? NO, for those clubs in the United States that have club foundations, you may take excess funds out of the operating budget and place them into the foundation account. However, funds may never be taken out of the foundation and placed in an operating budget.

Countries other than the U.S.

For answers to the questions above the best advice is to check with a lawyer or an accountant in your country.

CLUB LIABILITY INSURANCE

On the next few pages is information from our insurance company concerning club liability insurance and most frequently asked questions about the insurance.

This information is intended to give a brief outline of coverage and the types of events the policy covers. Nothing included here should be construed to extend, alter, vary or waive any provisions of the policy.

The following questions and answers will give you some idea of the coverage provided by your Club Liability policy. Please destroy all previous editions.

Q. What is Club Liability Insurance?

A. It is Commercial General Liability coverage, designed to cover the Altrusa Clubs and their members and volunteers for acts for which they become **LEGALLY OBLIGATED TO PAY**. The company doesn't provide coverage for moral obligations – just legally enforceable liabilities.

Important: In order to ascertain whether or not a certain Club activity would be covered, or if you have specific questions, it is suggested that you contact our insurance administrator at least 30 days prior to any event which you may be undertaking. Your District governor has been furnished a copy of the master policy which is available for your inspection and review. However, it is suggested that you contact our insurance administrator for answers to specific questions.

Q. Briefly, what does Club Liability insurance entail?

A. The policy provides coverage for bodily injury and property damage in the amount of \$2,000,000 for each occurrence. The coverage provides protection for broad form property damage, host liquor liability, incidental malpractice, product liability, fire legal liability (\$50,000), etc.

Q. Who is insured?

A. All Altrusa members and volunteers while acting at the direction of and within the scope of their duties for you.

Q. Is an injury caused by a Club member or volunteer assisting on a special event covered?

A. Yes, but only if there is a legal liability resulting from negligence on the part of the insured.

Q. How would this insurance help a member or volunteer as an individual?

A. When involved in Altrusa-sponsored events, you have the added protection of this liability coverage. Remember, coverage is only provided for those incidents for which you are held legally liable.

- Q. Is bodily injury or property damage sustained by a Club member or volunteer covered?
- A. No, their personal insurance more than likely covers such claims.
- Q. Are any Workers Compensation benefits provided?
- A. No, injuries incurred by Club members or volunteers while working at an event would be covered by the local Club's Workers Compensation policy, if coverage exists at all.
- Q. What is the situation if an outside party conducts or assists in conducting an Altrusa sponsored activity?
- A. In general, the policy applies to most fund-raising activities of Clubs and Districts with the exception of the operation, use or maintenance of autos, aircraft, and certain watercraft. However, it should be emphasized that proper certificates of insurance must be obtained from any party who conducts or assists in conducting any activity sponsored by Altrusa. Thus, the operators of carnivals, fairs, rodeos, concessionaires or any other parties conducting functions for Altrusa must carry their own liability insurance policy, and their policy should specifically name the Club and Altrusa as additional insured or insured for the specific event being sponsored. Extra hazardous events such as fireworks displays, demolition derbies, etc., are excluded from coverage under this policy.
- Q. Does this policy defend against incidents of food poisoning (product liability)?
- A. Yes.
- Q. Is there coverage for legal liability for damage by fire to buildings used for a special event by your Club?
- A. Yes, only if damage is caused by fire. Coverage is limited to \$50,000.
- Q. Does this insurance replace all kinds of insurance which are now purchased by every Club?
- A. No, this policy does not provide all of the various types of insurance needed by a Club. Each Club should consult their local agent for any additional coverage.
- Q. Is there a deductible amount before benefits are payable?
- A. No.
- Q. Is there coverage for damage to Club-owned property?
- A. No.
- Q. Does the policy cover loss or damage to items left in your care and custody such as furs, antiques, paintings, or other works of art?
- A. No.
- Q. Does this policy cover on-going projects?
- A. No, if you are involved in on-going projects of any kind, it may be necessary for you to obtain your own policy for these projects. The Club Liability policy is intended for special fund-raising events of a short duration.

Q. Are District and other Altrusa conventions and meetings covered when held at non-owned premises?

A. Yes, if held in the United States, its possessions and territories, Puerto Rico or Canada.

Q. Are Club-sponsored "float" or "rafting" trips covered?

A. No, all watercraft activities are excluded.

Q. Is there liability coverage for automobiles, buses, trailers, etc., owned, hired, rented by or loaned to the Club?

A. No, it is recommended that the owners of such vehicles provide evidence of insurance and add the local Altrusa Club and Altrusa as an additional insured on their policy.

Q. Is a Club-sponsored turkey shoot covered?

A. No, all events involving firearms are excluded.

Q. Are snowmobiles covered?

A. No.

Q. Our Club is holding a fund raising event where liquor will be sold. Does this coverage apply?

A. Yes, subject to the policy limitations and exclusions. However, caution must be exercised to ensure that minors or intoxicated persons are not provided with alcoholic beverages.

Q. If our Club contracts with others to conduct a special event, does this policy protect us?

A. Yes. However, the other parties' liability insurance is primary. Proper certificates of insurance naming your organization as an additional insured on their policy should be obtained.

Q. Our Club owns a refreshment trailer from which members sell food and beverages at fairs, picnics, and other functions. Does our policy cover this exposure?

A. There is no property damage coverage for owned property. However, the trailer is covered for general liability while it is parked on location for use as a refreshment stand.

Q. What are some typical events covered by this policy?

A. Fashion Show	Beauty Pageant	Festival of the Trees
Annual Card Party	Boutique	Monte Carlo Night
Shakespearean Comedy	Casino Night	Home Tours
Dance	Craft Fair and Barbecue	Oktoberfest
Annual Bazaar	Women of Achievement	Youth Forum
Antique Show	Luncheon	Rummage Sale
Auction	Flea Market	Strolling Clowns
Attic Sale	Adult Center	Wine Tasting
Theatre Production	Walnut Festival	Bicycle Ride
Talking Train	Bingo Night	Ducky Derby

- Q. What is not covered by this policy?
- A. Fireworks and other exploding devices, including firearms;
Boxing participants;
Racing, speed and demolition contests, including BMX bicycle races;
Aircraft, hot air balloons, gliders, sky diving;
Commercial and recreational ventures such as bowling alleys, roller and ice rinks, swimming pools, etc.;
Absolute pollution, PCB and Asbestos;
Pollution – sudden and non sudden;
Watercraft (all forms)
Carnival rides and equipment (dunking tanks, carrousel, etc.);
Outside organizations (i.e., Scouts, athletic teams, recreational centers);
Motorized vehicles – licensed and unlicensed.

- Q. How does a Club obtain a certificate of insurance?
- A. A certificate of insurance will be issued to your Club on request for any specific function which your Club may be sponsoring. However, it is not necessary for you to request a certificate in order to be covered under this policy. A certificate is often required by certain municipalities when buildings or parks are being used for Club activities. It is for this reason we suggest you notify our administrator in writing and provide them with the following information: date(s) of the event; location; type of function; approximate number attending; name and address of the party requesting the certificate (Park District, School District, etc.).

Important: Certificates should be requested at least 30 days prior to an event. Be sure to include your mailing address and telephone number where you can be reached during business hours in case you have to be contacted to clarify any of the details.

- Q. When should a claim be reported and how does a Club respond to a claim?
- A. All incidents or occurrences that might lead to claims should be reported promptly to Group Administration Agency, Inc. When a claim situation arises, DO NOT admit liability or suggest that a settlement may be offered. If correspondence or other communication is received indicating there may be a claim against a member, Club or District for damages or injury, a report should be made immediately. Satisfactory claim settlements can best be made by those properly trained for this function. No member of a Club should enter into negotiations with a claimant unless requested to do so by the insurance company or General Counsel of Altrusa International.

- Q. Who should we call for information regarding the plan, or for assistance?

- A. Group Administration Agency, Inc.
20 North Wacker Drive #2700
Chicago, Illinois 60606
Voice: 800.621.1666
Fax: 312.372.7919
Email: group@gaapia.com
Ask for the Club Liability Information Desk or James A. Lynch

Section

9 Membership

Membership Development and Training

Membership Recruitment

Membership Retention

Club Building—Revitalization

Membership Transfers

Membership Forms

*“Membership development
begins with **ME.**”*

— Sheryl Borden and Myrna Knapp,

1999 – 2001 Membership Development Chairmen —

MEMBERSHIP DEVELOPMENT AND TRAINING

As the president of your Altrusa group it is important that you understand the membership process and your role in it. No one expects you to recruit all of the new members during your year as president; however, as the president, you are the head “*cheer-leader*” in the process. Membership requires constant attention by you and by the Membership Development Committee.

The International Long Range/Strategic Plan (LRSP) indicates an international goal to “maximize membership growth.” Essentially this has to happen at the club level. As president, you need to be familiar with the LRSP and the objectives related to membership.

The International objectives are

- To increase the number of members by 1% by 2007
- To increase the number of clubs to 500 by 2007
- To increase the number of clubs-at-large to 20 by 2007
- To increase the percentage of members renewing membership to 95% by 2007.
- To decrease the number of clubs under charter strength to 110 by 2007.

Can we do it?

Yes, but it will take every club working on membership to reach these objectives. Clubs must write their own goals, objectives, and yearly action plan keeping in mind Altrusa International’s plan. After all membership growth begins with the clubs.

Review these frequently asked questions (FAQs) to hone your membership skills.

Where do I learn about membership procedures?

The best sources of information concerning membership are the *ByLaws and Policy Manual*, the *Altrusa Encyclopedia*, and the *Classification Guide*—in that order. Become familiar with the pertinent sections and advise your membership development chair to do the same.

Who sponsors new members?

It is the responsibility of **every Altrusan** to seek out and to sponsor new members **continually**. Finding prospective members should be top priority of every Altrusa club **each year**.

Why are members important?

- To staff and contribute to service
- To develop lasting friendships
- To offer diversity for networking
- To foster new leadership
- To extend new club building

How large should a club be?

Grow until you can form two clubs—that’s new club building at its best.

Where do we look for members?

- Chamber of Commerce
- Newspaper: business section and articles
- Daily professional contacts and business contacts
- Major companies
- Employers and personnel directors
- Meetings: church, business seminars, etc.
- Social contacts and friends
- Your business suppliers
- Other

Who is responsible?

Membership is the responsibility of every Altrusan—not just the Membership Development Committee. The committee is responsible for designing a program each year that involves all the members, but it is up to each and every Altrusan to achieve the membership goals.

How do we plan for growth?

Growth takes time, patience, and planning. Your club needs a goal in the club’s strategic plan that deals with the various aspects of membership: growth, retention, revitalization, and orientation. Consider such activities as:

- A membership function
- A membership contest
- Highlighting certain unfilled classifications at meetings—ask for names of members who will follow-up and make contact with potential members.
- Distribute Member Recommendation forms at each meeting.

Membership does not just happen—it takes planning and work.

How does new club building fit into membership?

New club building is an important part of our membership goals and objectives. It is one way Altrusa can grow and become better known in all communities. At the time your club is doing its yearly planning, expansion into a community near you should be high on your list of items to discuss. Without every club researching the possibility of a “new club building project” and taking on such a project, overall growth in Altrusa will be slow. Ask your club to examine these efforts.

For more information order the *New Club Building Guide* from the International office.

What is my role in ASTRA?

As club president your role is again a supportive one. As the teenage and young adult program sponsored by Altrusa, ASTRA is a very important part of our membership program. A successful and satisfying experience in ASTRA can lead eventually to Altrusa membership.

Study the ASTRA section in the *Encyclopedia* to get a better idea of the organization. If your club does not sponsor an ASTRA club, make sure it is discussed at your planning meeting. You might be the spark that ignites an ASTRA club in your community.

For additional information, contact the International Office or your District ASTRA Chair.

MEMBERSHIP RECRUITMENT

Top ten reasons why people don't volunteer

- 10) They don't have time.
- 9) They aren't interested in the work or projects offered.
- 8) They are afraid of getting committed to more than they bargained for.
- 7) The costs are too high. (Not the dues!)
- 6) They are very different from those involved.
- 5) They dislike the people involved.
- 4) They feel inadequate or unskilled.
- 3) There are "institutional obstacles" in the way.
- 2) They never heard of Altrusa International or the local club.

#1 reason why

- 1) **They weren't asked!** Or more accurately, they don't feel they were asked!

And a dozen reasons why they do

- 1) Help others
- 2) Gain work experience or entry to the job market
- 3) Use untapped educational skills
- 4) Meet new people
- 5) Make professional contacts
- 6) Build self-confidence, self-awareness, and self-esteem
- 7) Put hobby to good purpose
- 8) Fulfill a tradition
- 9) Fulfill a sense of duty
- 10) Learn new skills
- 11) Gain power and influence
- 12) **To give back!**

Altrusa's function is to find that sense of need in new members and fill the void.

Recruitment strategies for the new club year

The members of the Membership Development and Training Committee need to spend time planning their membership endeavors for the new year. All clubs need to look at membership as a year round priority of every member, not just the committee. Recruitment must be planned, continuous, resolute, and comprehensive.

Every Altrusa club would benefit by having more members. The Membership Committee must take the time to develop strategies, design or bring up-to-date recruitment materials, and coordinate formal recruitment efforts. Look at these suggested strategies to determine if they fit your club:

- **Analyze your recruitment efforts from the previous club year.** Were they successful? What changes needed to be made or efforts enhanced?
- **Identify missed opportunities.** Have you and your members connected with potential members in every venue? What about the gym, neighbors, etc.?
- **Examine recruitment materials.** When were they last updated? Do you have a local club brochure? Have you ordered recruitment materials from the International office?
- **Develop a specific target goal.** Is it realistic and are the objectives measurable? Is membership a major goal in your club's strategic plan? Are you cognizant of the objectives laid out in the plan? Have you reminded your members of their responsibility to the objectives. Does one year build on another?
- **Develop incentives.** Have you considered dividing your club into groups and developing a membership game to stimulate recruitment? Offer a real incentive to win—perhaps dinner for two or a salon visit.
- **Conduct a mini-brainstorming session with your club.** Gather members into small groups after a meeting to make lists of potential members, then send pairs of members out to make contacts. The “buddy system” builds confidence.
- **Extend a hand to former members to rejoin.** Have you contacted previous members recently? They might have time now to rejoin and benefit from their Altrusa membership.
- **Share the names of members who are moving with another club.** It is important that we keep members in Altrusa. Your club is always sorry to lose a member, however, giving the gift of continued membership in Altrusa, is one of the greatest gifts you can give a member who is moving. If member is moving to an area where there are no clubs, encourage her/him to become an Affiliate Member in order to keep the Altrusa connection.
- **Finally, don't forget to simply ask others to join your club.** Remember the major reason given by persons for not joining is that “they were not asked.”

The recruitment of new members is a continual process that continues from one year to another. Larger clubs mean greater service in your community and a fresh approach to service by your club. Try using the sheet on the following page as part of your annual membership program.

Forty potential members in four minutes

Use this form as part of a membership program. Make copies of this form and ask each member to fill it out with their own name on top. Collect the forms and make copies. Give the original back to the member. Now ask your members to begin contacting potential members from their list. Good luck!

Forty Potential Members in Four Minutes	
Write four names under each category. Member Name: _____	
Relatives	Friends
Co-workers	Partner's co-workers
School friends/teachers/day care	Places you do business (bank, dentist, etc.)
Church and social contacts	Neighbors
Contacts through children	People in other organizations with you

MEMBERSHIP RETENTION

Many women and men become members of Altrusa but never **become** Altrusans.

Remember me?

I'm the one you asked to become a member.

I'm the one who paid dues to become a member, and stood up in front of all of you and promised to be a good member.

I'm the one who has come to every meeting since that time, but no one paid any attention to me. I tried several times to be friendly to some other members, but they all had their "buddies" to talk with and sit next to.

I sat down along with some unfamiliar faces several times, but they didn't pay much attention to me. I hoped very much that somebody would ask me to take charge of the last fund-raising project, but no one asked. I wanted very much to do the job, but no one saw my hand when I volunteered.

I missed my first meeting since becoming a member when my husband was sick. I could not make it, but no one asked me at the next meeting where I was. Gosh, I guess it didn't matter very much to the others whether I was there or not.

The next meeting I decided to stay home and watch a good program on TV. The following meeting, I attended. No one asked where I was the week before. You might say I am a nice person, love my family, hold a responsible job, and serve my community. You know who else I am? I'm the one who never came back.

It amuses me when I think back on how the president and several members were discussing why the club was losing members. It amuses me that they spent so much time looking for new members when I was there all the time. All they needed to do was to make me feel wanted, needed, and welcome.

I'm the one who never came back.

— *The Altrusa Scammer*, Fostoria, Ohio —

This article probably expresses all of the problems related to retention better than a list can. It has real impact relating our roles as Altrusans in retaining members. It also expresses the expectations of a new member. The next section includes frequently asked questions, retention problems and solutions, and an agenda for a new member orientation. Use these tools to achieve that 95% retention goal.

When does retention begin?

Retention begins at the very moment we decide to pursue a prospective member. Our success in bringing that prospect into Altrusa starts a process that continues throughout the life of the membership of that individual.

Who is responsible for retention?

Everyone! Retention should be a part of every phase of the operation. It should be in development, planning, and working on committees—service and fund raising

What is the greatest need a member has?

Members need to know. Altrusans need orientation, re-orientation, and project orientation by committee chairmen. The more members know about a subject, the more likely they will remain active.

How do we keep current?

Through newsletters, sharing of information from the International organization, re-orientation, and announcements at meetings.

Why take the time for re-orientation?

We all forget the little details. It is impossible to remember everything about Altrusa at one orientation session. Encourage your Membership Development Committee to plan a re-orientation once a year. Here are a couple suggestions.

- Prepare a game. Make the re-orientation fun. Try Altrusa Bingo available on the Altrusa web site or design your own Altrusa Jeopardy or Trivial Pursuit game.
- Place a short information sheet or a even a quiz in front of each member once a month. If time does not allow for an explanation, have the answers on the back.

Retention is **orientation**.

Retention is **assimilation**.

Retention is the **opportunity to get involved**.

Retention is **participation**.

Retention is **satisfaction** in a job well done.

Why we lost them

Problem	Solution
Member did nothing	Put everyone to work immediately — paramount to new members.
We don't know why they became a member	Find out their expectations and assist in meeting them.
Members don't understand Altrusa	New member orientation needed.
Delinquent dues	Follow-up personally when ten days past due. Don't allow delinquencies to continue.
Too busy	Sometimes an excuse for another problem, but discuss it with the member. If truly too busy, invite her/him to return to the club when time allows. or take a leave of absence.
Poor programs	What does she/he want? Ask her/him to talk with the program chairman or join the program committee. Do others share this view? If so, make needed changes.
Poor meeting structure	Review <i>Point of Order</i> and <i>The Altrusa Encyclopedia, Newly Revised</i> . Identify weaknesses and make changes.
Expectations	Evaluate expectations of club members; take action on discrepancies where possible
Poor communications	Occasionally devote a meeting to a discussion of problems in this area.
Member moving to...	Send the member off with best wishes and inform the Altrusa club in the new location. If no club exists in the new community, suggest that she/he build one after getting settled and encourage them to continue as an Affiliate member.
Lack of pride	As a club, discuss why. Improve quality of service projects, fellowship, fund raisers.
No sense of belonging	Improve fellowship; get members involved.
No goals or direction	Goals must be set. Insist they be realistic, measureable, and aggressively pursued. Involve members in determining and achieving goals.
Unclear expectations	Increase verbal and written communications. Improve new member orientation.
No challenge	Evaluate types of projects which members are working on. Put members to work. Increase or change projects.

— From the *International Altrusan* —

New member orientation Use this agenda as a starting point to develop a new member orientation.

-
- What is Altrusa?**
- Brief history of Altrusa
 - Date first Altrusa club organized—April 11, 1917, Nashville, Tennessee, USA
 - Philosophy and goals of Altrusa
 - Organizational structure—International, District and local club
 - Altrusa Foundation
 - Show the video *This is Altrusa International*, if you have a copy

-
- What are the responsibilities of membership?**
- Financial obligations
 - Service commitment
 - Attendance requirements
 - Explain the classification system

-
- Local club activities**
- Schedule of club meetings
 - Service projects—present, future, and past

-
- Local club standing committees**
- Introduce standing committee chairs and have them give a brief explanation.
- Service
 - Membership Development
 - Communications
 - Finances
 - Nominating

Special committees of local club

Review how each of these committees fits into the club.

Fund raising activities

Discuss each members responsibility to the fund raising efforts.

Allow time for questions from the new members.

If you prefer to cover the local club information first, do so; if there is too much information for one session, try two one-hour sessions. The important thing is that new members understand the organization they have become members of.

CLUB BUILDING—REVITALIZATION

What is revitalization?

Revitalization means new life in membership, leadership and service.

How do we begin?

Self-analysis is the beginning of revitalization.

Who is responsible?

Revitalization must be everyone's concern.

What will be the hardest part?

Accepting the challenge to make some changes!

Revitalization tips

- Survey the community needs and select a new service project.
- Join with another civic club or neighboring Altrusa club in a program, city event, or service project.
- Become a participating club in the Sister Club program and plan a major exchange of materials and project or program ideas.
- Become a resource for clubs in the District which are below charter strength.
- Make a concerted effort to increase attendance at District conferences and International conventions.
- Project a more professional image through the yearbook, newsletter, publicity, and personal business endeavors.
- Be willing to schedule exciting and unusual programs.
- Plan social events where members can easily get to know each other
- Approach orientation and re-orientation with new materials and ideas from another club or District.
- Keep your members informed.
- Accent the positive.

Member responsibilities for a strong club

- Participate beyond paying your dues; membership is more than monetary.
- Accept an office, if nominated. Be sure you are informed and understand the duties of the office.
- Attend as many meetings as possible to keep abreast of current and new projects.
- Initiate new ideas and undertake the action required to bring the idea to fruition.
- Keep informed by reading all publications from District and International. Your dues make these publications possible.

Every member must commit to successful revitalization.

MEMBERSHIP TRANSFERS

While the International board made membership building a priority, retaining our current members is always important. Altrusa loses a fair number of members through moves. This should not be the case. If we follow some simple steps, Altrusa can keep most of its members who relocate.

Follow these steps when a member moves

- Be sure to get her/his new address!
- Have the treasurer include the member's new address on the deletion form that is sent to International and the District.
- Check to see if there is an Altrusa club in the area where your member is moving.
- If there is a club in that area, write to the president and inform her/him that one of your members is moving to the area. Tell the president about your member. Give her/him your members address, etc.
- If there is not a club in that area, inform International of that fact and enclose the member's new address. The International office will send information on **affiliate membership** to that person.

When a member of another club relocates to your area

- It is hoped that you have received a letter of introduction from another club president telling you that one of their members has moved into your community.
- Immediately contact and invite that person to attend an Altrusa event or meeting.
- Send some of your Altrusans to visit shortly after she/he arrives. Your members should be instrumental in making the new arrival feel welcome.

National trends show that people now move and relocate for work reasons more than ever, especially younger people. Sadly for Altrusa, we lose mostly younger members through moves. Our younger members are the future of Altrusa International. Let's keep each other informed when members move and we should be able to keep more members!

Rev. 5/90

MEMBERSHIP FORMS

The Membership Recommendation Form and the Emeritus Information Form on the upcoming pages may be copied to use as needed or check the International web site (www.altrusa.com) in order to download this information.

MEMBER REFERRAL FORM
(for Altrusa clubs to complete when a member moves away)

TO: CLUB PRESIDENT OR DISTRICT MEMBERSHIP DEVELOPMENT CHAIRMAN

FROM: ALTRUSA INTERNATIONAL, INC., OF _____

DATE: _____

Purpose: The following member of our club is moving to your area and would like to continue as an Altrusan. Please contact this individual about membership in your club or District.

For District Membership Development chairmen only: We have sent this form to you because we are unsure whether there is a club in this member's area. Please contact the appropriate club if applicable. Otherwise please recommend this individual for affiliate membership.

Following is the information we have available regarding this member:

Name: _____

Address: _____

City: _____ State/Prov.: _____ Postal code: _____

Country: _____

E-Mail: _____

Telephone (B) _____ (H) _____

Classification: _____

Comments and/or special achievements: _____

Completed by _____ at Altrusa International, Inc., of _____
Telephone: (H) _____ (B) _____
Mailed to: District _____ or Club _____

If you need address information for a club president or District Membership Development chair, please consult your directory or contact Altrusa International, Inc. at 332 S. Michigan Ave., Ste. 1123, Chicago, IL 60604, U.S.A. 312/427-4410 or email altrusa@altrusa.com.

Request for Approval of Emeritus Membership Status Districts One through Fifteen

Emeritus membership is an honor that may be conferred on Active and Active Retired members who have been Altrusans for at least ten (10) years and who are deserving of recognition because of their history of service to Altrusa and their devotion to its principles.

Eligible Altrusans are those members who are exemplary in their contributions to Altrusa, but who due to age, infirmities, or disabilities cannot continue as active participants in their clubs.

Emeritus membership status must be approved by both the member's local Altrusa club and by the District Board of Directors. The club must forward a request for approval of Emeritus membership status to the District Governor, who will expedite the request at the next District board meeting.

An Emeritus member can be returned to Active status upon notification to the club that she or he is able to participate again as an active member.

To request Emeritus Membership approval, complete this form and send it to your district governor.

Member name _____

Mailing address _____

Number of years of membership in Altrusa _____

Briefly describe the condition which restricts this member's ability to actively participate in Altrusa:

Briefly describe this member's service and contributions to Altrusa and to the community:

Submitted by Altrusa International, Inc., of _____

Signature of club president _____ Date submitted _____

Signature of district governor _____ Date approved _____

*Distribution of approved Emeritus Membership Requests:
Original copy to requesting Altrusa club, copy to Altrusa International and copy for District files*

Recommendation for Membership

To be completed by the sponsors (please print or type)

Name _____

Home address _____

City _____ State _____ Zipcode/postal code _____

Home phone () _____ Business phone () _____

E-mail address _____

Firm, corporation or organization _____

Business Address _____

City _____ State _____ Zipcode/postal code _____

Title or position _____

Description of responsibilities _____

Nature of business or profession _____

Club or organization affiliations (include leadership positions held) _____

Additional remarks _____

Date _____ Sponsor _____

Sponsor _____

Signatures of two active or active-retired members

To be completed by Membership/Classification Chair (please print or type)

Is the proposed individual eligible for membership? _____

Classification _____

Is it currently _____ filled? _____ open?

Date _____ Approved by _____

Signature of membership/classification chair

Approved _____ Rejected _____ Reason _____
Date Date Date

Invitation Issued _____ Accepted _____ Declined _____
Date Date Date

Reason invitation declined _____

Dues/Fees paid (date) _____

Membership Activity Record

Name: _____ Date initiated: _____

Birthday: _____ If married, spouse's name: _____

Club participation

Year	Committee	Member	Chair	Officer	Board member
Year	Special recognition outside of Altrusa (brief description)				

District participation

Year	Committee	Member	Chair	Officer	Board member
Year	Attendance at conference				
Year	Delegate	Alternate	Attendee	Presenter	

International participation

Year	Committee	Member	Chair	Officer
Year	Attendance at convention			
Year	Delegate	Alternate	Attendee	Presenter

Section
10 Image Building

Creating an Image

Public Relations Yearly Planning Chart

Press Releases

“One good word begets another.”

CREATING AN IMAGE

The need for a positive image for Altrusa is paramount. We are competing in a world of fierce competition for potential members' time and energy and must make ourselves attractive to women and men.

The third goal in the International Long Range/Strategic Plan states, “**Image: Achieve recognition as a major positive influence in our communities.**” Altrusa clubs must foster this program and spread the word concerning our wonderful organization.

What is image building?

Image building is a composite of many public relations tools:

- News releases to the media: television, radio, and newspaper
- Public service announcement (PSA)—available from the International office or develop your own
- Advertising—buy paid advertising to support a project, if necessary
- Appearances on talk shows
- Flyers and posters
- A newsletter for distribution in your community explaining your club's mission and activities
- Marketing devices—wear your Altrusa T-shirts, sweatshirts, etc.
- Direct mailing—Gets the word directly to the desired market, but is expensive
- Altrusa Awareness Day and/or Week activities

All of these efforts contribute towards creating a positive image for Altrusa in our communities. **Make Altrusa known!**

Who is responsible?

Image building comes at all levels of our organization. However, what is done at the club or grass roots level is usually the most productive.

**As president
what can I do?**

- Again, your role is one of leadership. Appoint a member as your image building/public relations (IB/PR) chairman who is knowledgeable about or has an interest in the media.
- Ask your IB/PR chair to develop a written plan for image building that includes promotion of your club's full year's activities.
 - Use of the PSA available from the International office.
 - Participate in community activities such as parades, county fairs, art festivals, etc.
 - Wear T-shirts, sweatshirts, pins, or any item that has the Altrusa logo on it.
 - Select projects that have visibility.
 - Work with television, radio, and newspapers to get Altrusa news to the public.

A sample public relations chart and a blank chart follow on the next two pages. They should be copied and shared with your IB/PR chairman.

**How do we work
with the media?**

The media wants information on meetings that are open to the public and/or a service to the community.

Get to know the people at the newspaper or radio/TV stations! Make a contact. Take all of your news directly to that person. In that way you will have a much greater chance of getting it printed/aired. **Acquaint the media with Altrusa.**

Make every effort to recruit an employee from each media outlet for Altrusa membership.

**When should
information be
sent to the
media?**

Information needs to get to the news media in a timely manner.

- **Plan ahead**
 - Newsroom schedules are prepared at least a week ahead. Submit articles at least 7-10 days in advance. This improves your chances of having the articles published.
 - Notify editors at least 30 days in advance of major events.
 - For very large events (hosting a conference, holding a large fund raiser or service project) contact the media at least two months in advance.
 - Talk show guests are often booked three or more months ahead, but cancellations may occur. Contact the media three months prior to the event. If no slots are available, let them know you would be interested in a cancellation slot.
- If you would like the media to cover the event in person, **ask them**. Don't expect them to drop in—maybe they will and maybe they won't. Follow up with a telephone call the morning of the event to verify their arrival.

Altrusa International, Inc., of _____
Public Relations Yearly Planning Chart
20 ____ to 20 ____

Activity/event	Date of event or activity	Image building opportunity	Date to begin planning	Comments/evaluation
General opportunities PSA	Immediately	Purchase PSA from International	Immediately	
Make a Difference Day	Fourth Saturday in October	Presentation on local TV or radio talk shows	Arrange by July 15	
		Articles announcing event in newspapers and radio/TV stations	October 1—take to local stations	
		Coverage by media on day of event	Arrange for the coverage on October 1	Reminder call to media one week prior to and day of event
		Members wear Altrusa T-shirts or sweatshirts	Day of event	

Note: This chart doesn't represent a complete plan, but only an example of what can be done. The full year of activities should be listed and then analyzed for image building and public relations opportunities.

PRESS RELEASES

Your favorite word processing program can help with the formatting and printing of press releases. Just remember to get the *who, what, where, when, why, and how* in the first paragraph. Include a contact name and telephone number(s) and be sure the contact person has agreed to accept that role.

Sample press releases can be found in most word processing programs including Corel WordPerfect® and Microsoft® Word.

Formatting a press release

- ⌞ Type on standard, letter-sized paper.
- ⌞ Include contact information: name and telephone number with the name and address of your club.
- ⌞ If you include a headline, type it in caps. The headline summarizes the content of the release and must contain a verb.
- ⌞ Double space.
- ⌞ Use wide margins: one and one-half inches on the left, one inch on the right, one inch at the bottom. Begin typing the information one-third to one-half of the way down the page, the space allows the editor to make notes and assign a heading.
- ⌞ Indent paragraphs.
- ⌞ Eliminate confusion. It is best to write the event day and date, i.e. Friday, April 10. Let the editors change the date to fit their style. Don't use abbreviations or terms unfamiliar to most readers.
- ⌞ Be sure your release mentions any costs, restrictions, and/or deadlines. Individuals won't appreciate arriving at an event only to find that it required advanced ticket purchases.
- ⌞ If continuing to a second page, type "more" centered under the last line of copy on the first page. On page two, type the page number and slug line (a one-word description of the title/story) two inches from the top of the page, flush left.
- ⌞ Center the termination symbol "# # #" under the final paragraph.
- ⌞ Type on only one side of the paper.
- ⌞ Pay attention to deadline dates. Does the community calendar require information two weeks in advance? Factor the deadline into your schedule.

Model press releases

The media prefers a certain format for press releases. Sample releases for your club to use in developing its own press releases follow on the next four pages.

MODEL PRESS RELEASE FOR CLUB AWARDS

Contact: Altrusa International, Inc. of (club name)
(Name, office)
(Address)
(Area code, telephone number)

LOCAL ALTRUSA CLUB RECEIVES INTERNATIONAL SERVICE AWARD

The (name and description of award) has been awarded to the (club name) for (name of project or reason for award). The award recognizes (brief description of the award, who conferred it, and why it was established, how often it is given, etc.) It was received by (name of person or group) at (the name of event and location) on (date).

(Description of the project or performance by the club to merit the award, and persons in the club responsible for the achievement. How the award will affect the club, the community and/or beneficiaries of the award. Relate the relevancy of any past projects or performance leading to this award.)

Altrusa International is a worldwide volunteer service organization of executives and professionals dedicated to improving their communities through personal service. Members combine their talents to develop and finance service projects meeting specific community needs, especially those in literacy. Altrusa is recognized internationally for the significant contributions of its members.

#

MODEL PRESS RELEASE FOR OFFICER ELECTIONS

Contact: Altrusa International, Inc. of (club name)

(Name, office)

(Address)

(Area code, telephone number)

(FIRST AND LAST NAME) OF (CITY, STATE/PROVINCE) ELECTED (OFFICE) OF ALTRUSA INTERNATIONAL, INC., OF (CLUB NAME)

(Club city)—(First and last name), (title), (company name), (city, state), was elected (office) for 20__ – 20__ of Altrusa International, Inc., of (club name). The election took place during the club’s annual business meeting. During her/his upcoming term of office (last name) will emphasize (name and briefly describe the focus, goals, beneficiaries, etc., of upcoming community service projects.)

Active in Altrusa since invited into membership in (year), (last name) currently serves as the club’s (office currently holding, if any). Previously, (last name) served as (list of previously held officers or committee chairmanships).

Other elected officers include (first and last name), (title), (company name), (city, state), for president-elect; (use similar pattern for other officers).

Altrusa International is a worldwide volunteer service organization of executives and professionals dedicated to improving their communities through personal service. Members combine their talents to develop and finance service projects meeting specific community needs, especially those in literacy. Altrusa is recognized internationally for the significant contributions of its members.

###

MODEL PRESS RELEASE FOR A FUND RAISER

Contact: Altrusa International, Inc. of (club name)
(Name, office)
(Address)
(Area code, telephone number)

ALTRUSA INTERNATIONAL, INC., OF (CLUB NAME) RAISES (NUMBER OF DOLLARS) TO BENEFIT (BENEFICIARY)

(Club city)—Members of Altrusa International, Inc., of (club name) continued their local tradition when they (describe event). This year over (amount of money) was raised and more than (number) people participated.

For the last (number of years), Altrusa International, Inc., of (club name) has (sponsored, cosponsored, organized, etc.) this event. Members have raised more than (amount of money) directly for (beneficiary).

In addition, Altrusa International of (club name) has (developed, advocated, supported, etc.) programs on behalf of (list major past and present projects, i.e., displaced homemakers, elderly women living along, etc.)

Altrusa International is a worldwide volunteer service organization of executives and professionals dedicated to improving their communities through personal service. Members combine their talents to develop and finance service projects meeting specific community needs, especially those in literacy. Altrusa is recognized internationally for the significant contributions of its members.

###

MODEL PRESS RELEASE FOR A MAKE A DIFFERENCE DAY

Contact: Altrusa International, Inc. of (club name)
(Name, office)
(Address)
(Area code, telephone number)

LOCAL ALTRUSANS MAKE A DIFFERENCE

(Club city)—Members of Altrusa International, Inc., of (club name) continued their local tradition of community service by participating in the (year, i.e., tenth) annual Make A Difference Day, Saturday, (date). (Describe the event, how many participated, beneficiaries of the activities.) (Identify if grant money was received from Wal-Mart.)

Make a Difference Day, the largest day of helping others, is sponsored by USA WEEK-END and is held in partnership with the Points of Light Foundation. For the last (number of years), Altrusa International, Inc., of (club name) has participated in this annual event.

In addition, Altrusa International of (club name) has (developed, advocated, supported, etc.) programs on behalf of (list major past and present projects, i.e., displaced homemakers, elderly women living alone, etc.)

Altrusa International is a worldwide volunteer service organization of executives and professionals dedicated to improving their communities through personal service. Members combine their talents to develop and finance service projects meeting specific community needs, especially those in literacy. Altrusa is recognized internationally for the significant contributions of its members.

###

Section
11 **Communications**

Methods of Communication

Newsletters

Yearbooks

Introducing a Speaker

Using a Microphone

Tips for Great Presentations

Turning a Phrase

*“Leaders must communicate
the vision in a way
that attracts and excites
members of the organization.”*

— David E. Berlew, President, Rath and Strong—

METHODS OF COMMUNICATION

Communications, as it relates to leadership, was discussed in Section 2. It is important, as president, for you to understand, use, and promote all types of communication in your club. The “electronic age” has revolutionized communications, including within Altrusa. The leadership of any organization has no excuse for not keeping up with the necessary communication through electronics. The latest technology not only makes communication easier, but less expensive for clubs. Consider all these communications methods:

- Old fashioned mail system—snail mail
- The telephone
- FAX
- Email
- Newsletters
- Yearbooks
- Web pages
- Altrusa email community

Whatever your preferred method, the important thing is to **communicate, communicate, communicate!** It is often irritating for members in leadership positions to be forced to share information more than once; however necessary in our busy world where members may not read newsletters, but browse email on a regular basis.

Communication tips

- **Over communicate**—As a leader you can never communicate too much. Use all methods of communication. You never know which method will be read by one of your members.
- **Be prompt**—It is irritating for members to get necessary information after the fact.
- **Share information**—Several times a year, presidents receive packets of information from the International office. Much of the information is meant to be shared with specific committee chairs. **It is your responsibility to get that information to the appropriate member.**
- **Newsletter and yearbook editors**—Select members for these roles that are not only computer literate, but also responsible. Much of the information that is pertinent to the club operation is passed on through these tools.
- **Thank you**—Say thank you in as many different ways as possible. Members need to be recognized for their hard work.
- **Be brief, be friendly, and be concise**—Saying too much is as bad as not saying enough. Try to be concise, but get the point across. Altrusans are busy and don't have time to read long dissertations.

**Altrusa web
page**

Access the Altrusa International, Inc., web page at www.altrusa.com. The web page is an important tool for both the president and members. Membership forms, club lists, and leadership information are available to download. You may also keep abreast of information concerning Club 21, ASTRA, and the Altrusa Foundation, as well as the upcoming International Convention, history, and general background information.

NEWSLETTERS

The club newsletter is the primary source of sharing information with club members. It is not only the responsibility of the editor, but the president is responsible for seeing that the necessary information gets to the editor for publication. **Share the material below with your newsletter editor.**

Purpose

- Inform
- Inspire
- Entertain
- Acknowledge
- Advertise
- Provide historical record

Content

- President's message
- Minutes of business meetings
- Treasurer's report(s)
- Calendars
- Member news
- Committee reports
- Board reports
- Results of elections
- Committee lists
- District and International news
- Other
- *Include the names of members wherever and whenever possible!*

Usual Elements

- Nameplate: The newsletter's title, usually on page one
- Logo: Graphic symbol for an organization
- Subtitle: Short phrase to describe the purpose or audience for the newsletter
- Folio: Publication information such as volume, issue number, current date
- Headlines: Titles that draw attention to articles, usually set in a large, sans serif font
- Subheads: Secondary headings that provide transition from headline to body copy
- Byline: Author of the article
- Body copy: Main part of the newsletter. Columns (2 or 3) are nice because they increase the readability of the text. Also use a font that is easy to read—a serif typeface in 10 – 12 point is standard. An entire newsletter set in Paisley (or similar fancy font) would be hard to read.
- Graphic images: Use with discretion. Graphic images can enhance a newsletter and are great tools for copy fitting. Photos may require screening.

Enhancements

- Table of contents: A nice feature for a multi-page newsletter
- Sidebar: Related article set off from the main body copy using a box or rule
- Masthead: Contains the organization's address, editor, publisher, etc.
- Headers and footers: Repeating elements at the top and/or bottom of the page that enhance the document's consistency.
- Pull quotes: A quotation drawn from the article; useful for copy fitting and breaking up long blocks of text
- Kicker: A "grabber" at the beginning of an article. It is usually placed above the headline of the article.
- End signs: Indicate the end of an article
- Jump lines: Indicate the continuation of an article
- Rules (lines): Horizontal or vertical lines that help guide the reader's eye.
- Paragraph enhancements: Drop caps, bold and/or italicized text, bullets, dingbats, tabs and indents that call attention to key paragraphs.
- White space: Space without text or illustration. Plan your white space. Don't try to put too much print on the page; it will overwhelm the reader

Putting it all together

- Planning: Refer to the club calendar and plan the special articles that are needed for each newsletter. Planning for several months to a year in advance is wise.
- Make specific requests: Club members are busy people and, while they may have good intentions to write articles, they are more likely to follow through if they are asked for specific articles.
- Set deadlines: Publish the deadline for the next newsletter in the current newsletter. Let your regular and featured contributors know your deadlines well in advance. Send reminders.
- Use email to collect articles. You won't have to retype the text.
- Get help: Put together a team of people to help you with proofreading, reproduction, and distribution.

YEARBOOKS

The club yearbook is the member's guide to the new year and another important communication tool. **Share this section with your yearbook editor.**

Purpose

- Member's guide to the club year
- Quick reference file
- Historical record
- Orientation tool

Content

- Membership roster
- Committee lists
- Officers and board of directors
- Meeting dates, times, places
- Club mission statement and strategic plan
- Club goals
- Club bylaws, policies, traditions
- List club projects with brief explanations
- Historical information such as date of club's organization and charter, charter members, past presidents and dates served
- List of classifications represented in club
- Space for new member information
- District information including District officers and addresses, committee chairs and addresses, upcoming workshop and conference information
- International information including theme, International projects, International officers, committee chairs, upcoming conventions, address, phone, and web address of International office
- Club budget(s)

Extras

- Historic highlights and Altrusa milestones
- Altrusa, ASTRA, and Foundation logos
- Altrusa Collect and Altrusa Grace
- Altrusa Motto and Altrusa Colors
- Altrusa Benediction
- National anthem and/or other songs used at club meetings
- Vision and mission statements of District and International
- Obligations of membership
- Principles of Altrusa
- Procedures to sponsor a member
- Dues schedule
- Calendar(s)
- Individual goals page
- Blank pages for notes

Format

- Cover includes official name of the club
- Table of contents or index
- Convenient size to handle and carry
- Logical arrangement of materials
- Different colored paper for different sections or tabs between sections
- Accurate and up-to-date
- Readable, clear type with prominent headings

Putting it all together

- Planning: Always keep in mind that the yearbook is a tool to make it easier to be an Altrusan. Ask yourself as editor how you can organize the material so the members can make the most of it.
- Leave white space: If the yearbook is to be used as a tool, members need space to write notes and additional information throughout the year. **White space is not wasted space!**
- Establish a budget: Costs can vary widely depending on the format chosen, but spending a little extra may make the tool more useable which may translate into happier members.
- Establish a schedule: Examine the time line for information becoming available and produce the yearbook as early as possible. (Mid-August is excellent.)
- Divide and conquer: Under the leadership of the yearbook editor, assign different members to different sections of the yearbook: general information, membership roster, calendar, District, and International information.
- Involve the members: Ask committees to contribute information about their goals and projects. Ask members to proofread their own roster information.
- Get help: Put together a team of people to help proofread, collate, bind, and distribute the yearbooks.
- Make extras: Print sufficient quantities for distribution to new members as they are initiated, for distribution to District, also send one to the International Office for archives purposes, and a copy to the International President and International President-Elect for reference information.

INTRODUCING A SPEAKER

As an Altrusa leader, you will find yourself in a position where basic information on public speaking will be important. Even as you facilitate a meeting, you will want to make your point clear and be heard. The next pages are designed to help you with the basics of public speaking. Every president finds her/himself in the position of introducing a speaker.

The **presentation** of an introduction serves the same purpose as a social introduction. It creates a bond of interest between the speaker and the audience and establishes a friendly atmosphere. It should give the audience information about the speaker that demonstrates her/his qualifications for discussing this particular topic. Follow these guidelines:

Do...

Be correct—Be sure to have the speaker's name, her/his title, and the subject of her/his presentation correct. Have this information on a card or small piece of paper. Practice the pronunciation of the name until you have it correct.

Do your research—Ask for the above information from the speaker; however, if that is not possible, get it from another source. Possible sources include *Who's Who*, the personnel office where the speaker works, or a mutual friend. Verify your facts with the speaker prior to the presentation.

Be short!—A good introduction is brief and to the point (no more than a minute or two). Don't give the speaker's presentation.

Establish a common bond—The audience will want to know what the speaker will talk about, why the subject is important to them, and what the speaker's connection, position, or authority is. Determine what will be of interest to your audience.

Be sincere—Be friendly and genuine in your introduction. A good introduction should come from the heart with grace and dignity.

Emphasize the speaker's name—Build to a climax! A good introduction ends with the speaker's name. Pause, look directly at your audience and pronounce the speaker's name. After the name has been spoken look at the speaker—not before! Remain standing until the speaker acknowledges the introduction; then, sit down or retire quickly and inconspicuously.

Don't...

Do not make a speech yourself—the audience came to hear the speaker, not you!

Do not talk about yourself.

Do not use trite or worn out expressions. Avoid such phrases as, “We are gathered here tonight...” or “A person who needs no introduction...” Create a new approach.

Do not predict what the speaker will say.

Do not embarrass the speaker with extravagant praise.

Do not relate the speaker's life history.

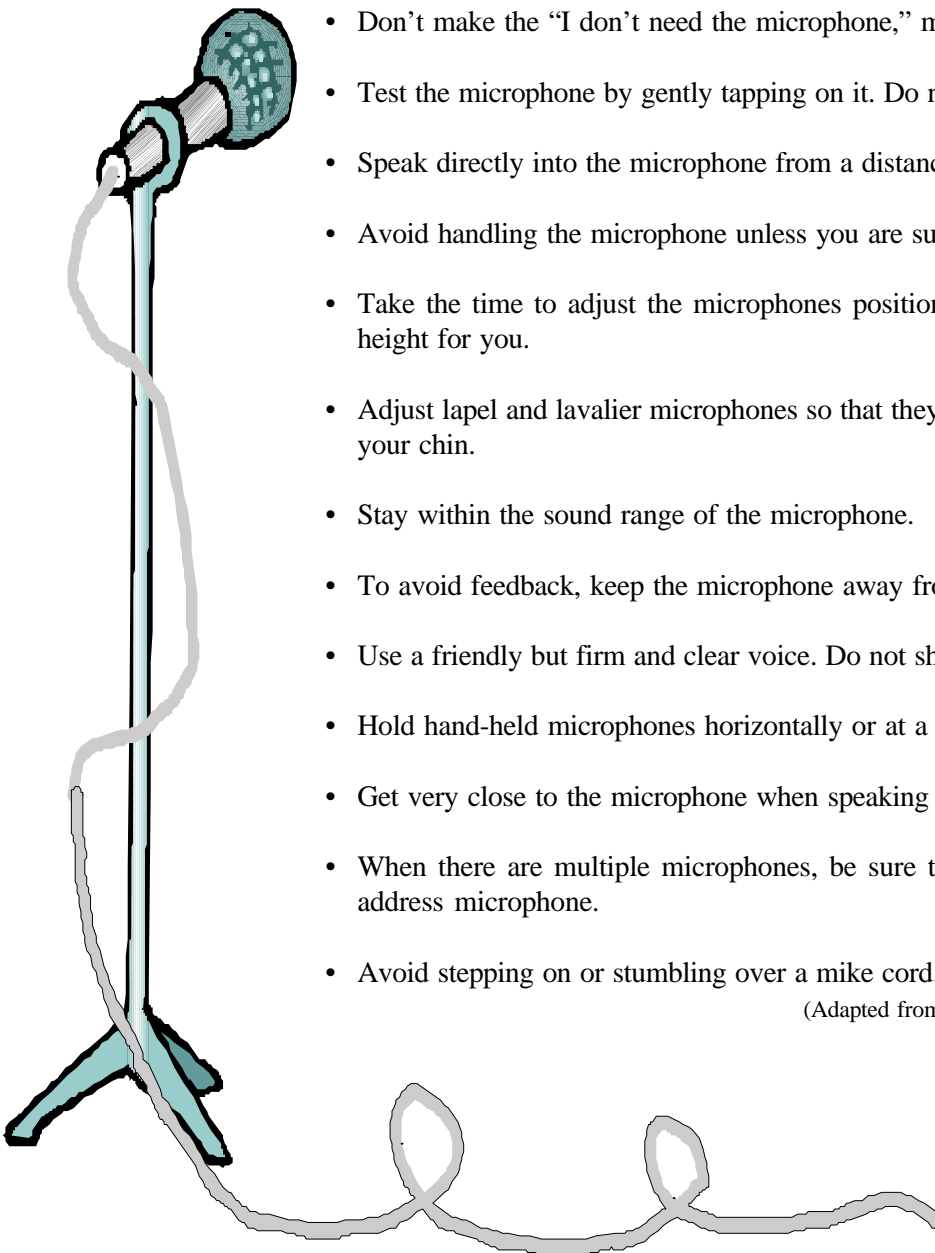
USING A MICROPHONE

Speaking before an audience terrifies many individuals. Often added to the stress is the common ailment called “mike fright.” Few pieces of equipment in common daily use are as misunderstood and abused as the microphone. It is a device that only wants to be your friend and help you in your presentation. Follow these simple rules for using a microphone and your worries will be forgotten.

A menu of microphone manners

- Arrive at the site early enough to become familiar with the public address system.
- Observe those who use the microphone before you and benefit from their experience.
- Don't make the “I don't need the microphone,” mistake.
- Test the microphone by gently tapping on it. Do not blow on it.
- Speak directly into the microphone from a distance of about four to six inches.
- Avoid handling the microphone unless you are sure it is designed to be hand-held.
- Take the time to adjust the microphones position so that it will be at the proper height for you.
- Adjust lapel and lavalier microphones so that they are centered a few inches below your chin.
- Stay within the sound range of the microphone.
- To avoid feedback, keep the microphone away from the front of loudspeakers
- Use a friendly but firm and clear voice. Do not shout.
- Hold hand-held microphones horizontally or at a 45 degree angle, not vertically.
- Get very close to the microphone when speaking in a noisy environment.
- When there are multiple microphones, be sure to know which one is the public address microphone.
- Avoid stepping on or stumbling over a mike cord.

(Adapted from “Make Mike User Friendly,” page 15)



TIPS FOR GREAT PRESENTATIONS

- ⌞ **Be prepared.** Know your purpose. Know your audience. Know your presentation arrangements: time allotment, expected audience size, room arrangement.
- ⌞ **Timing is everything!** A good strategy for a regular presentation is to be ready to utilize 75% of the allotted time. Ending early will bring no complaints, but ending late will cause uneasiness and you could be stopped.
- ⌞ **Evaluate what the audience needs to know.** When preparing your presentation, consider the *must* know, *should* know, and *could* know. Limit material based on time and audience interest.
- ⌞ **Stand, don't sit.** When you really want to make a point, you do it best standing. You appear more forceful when you stand. Use a lectern or table. Face the group. Don't shift your weight from one leg to the other or pace back and forth.
- ⌞ **Emotional buttons** will create impact and bring more action than pure data. Include stories, analogies, and metaphors to reinforce key points.
- ⌞ **Passion is important.** It's amazing how catchy enthusiasm is. If your voice is expressive and your gestures animated, you will be more convincing. Every verb is an excellent source for a supportive gesture.
- ⌞ **Find a place to practice out loud.** Say the presentation differently each time you repeat it. "Spontaneity is an infinite number of rehearsed possibilities," according to Peter Drucker, management consultant and professor.
- ⌞ **Embrace technology.** If a microphone is available, use it. If you are using other equipment (overhead projector, slides, or a computer), test it. Fumbling with visual aids will distract the audience from your message.
- ⌞ **Use cue cards.** Under the pressure of a large group, it can be tough to remember the sequence of the major points of the presentation. Use 5" x 8" cards and a couple of words to cue yourself.
- ⌞ **Be confident!** Control physical stage-fright symptoms by breathing from the diaphragm. Use positive visualization and self talk. Have a hot liquid available. Preparation and practice are crucial, too.
- ⌞ **Respect all questions.** The question-and-answer part of the presentation may be the most important part. Think ahead to all possible questions that might be asked—particularly ones that might throw you. Always repeat a question; someone may not have heard it. Avoid complimenting some questions and not others.
- ⌞ **Focus on the audience.** To be a successful presenter, make the audience your primary focus in both preparation and delivery.

(Adapted from *The Toastmaster Magazine*, 1999, page 23)

TURNING A PHRASE

Whether it be the written word or one-on-one communication there are certain words and phrases that support and encourage members. There are also words that turn members off. Study these two lists:

Igniter phrases

I agree!
I appreciate what you have done.
That's good!
See, we can do it!
Good job!
Great!
I made a mistake, I'm sorry!
Let's get right on it.
Let's go!
Let's start a new trend.
Good for you!
That would be interesting to try.
Things are beginning to pop.
I know it will work.
I couldn't do that well myself!
I never thought of that.
That's a great idea!
Keep going!
I'm glad you brought that up.
Very good!
That's an interesting idea!
Do that again.
Good work!
We can always depend on you.
Your're on the right track.
Fantastic!
That's fine.
Keep up the good work!
That's a winner.
We can do a lot with that idea.
I have faith in you.
You can do it!
I looked at this last night and I'm pleased with what you have done.
Great meeting.
Super program.
You really made a difference.
I like that!

Killer phrases**...to destroy ideas and chloroform creative thinking.**

A swell idea, but...
Let's not step on their toes.
Good idea, but our club is different.
Somebody would have suggested it before if it were any good.
It won't work...
Too modern...
We haven't the time.
Too old-fashioned...
It's not in the budget.
Let's discuss it at some other time.
It's too expensive.
You don't understand our problem.
We've tried it before.
Why start anything now?
We're not ready for it yet.
We're too big for that.
We've never done it that way.
The new members won't understand.
All right in theory, but can you put it into practice?
It has been the same for twenty years, so it must be good.
Too academic...
The experienced members won't use it.
Too hard to administer.
We have too many projects now.
Too much paperwork.
What you are really saying is...
Too early.
Has anyone else tried it?
It's not good enough.
Let me add to that...
There are better ways than that...
I just know it won't work.
It's against our policy.
Let's be practical.
Who do you think you are?
Let's form a committee.
You haven't considered...
Let's shelve it for the time being.
It needs more study.
It doesn't fit our program.
Don't be ridiculous...
Let's get back to reality.

Section
12 Club Visits

District Visitations

Hosting a Guest

*“We can do no great things —
only small things with great love.”*

— Mother Teresa —

DISTRICT VISITATIONS

Visits by the Governor or her/his appointed representative are one of the most important personal services Districts provide their clubs. District visitors come as consultants to help the club appraise its entire operation, answer members' questions, and bring the club into a closer relationship with the District and International. In many cases, her/his visit is the only contact the members of the club may have with District personnel.

Ideally, visits should include a meeting with the club's Board of Directors, either before or after the club meeting. The club meeting may be open to guests. This decision should be made by the club president in consultation with the District visitor.

As you begin preparations for the club visit, read the section entitled **District Visitors** in the *Altrusa International Encyclopedia*.

Purpose

To foster mutual understanding between local clubs, District and the International organization. They enhance the club's conception of Altrusa as a service organization, commend members on their achievements, and point out areas in which improvements may be made.

Scheduling the visit

The Governor assigns District Board members to each club. As soon as those assignments are made, the District visitor will contact the president in order to arrange a mutually agreeable date, time, and location for the visitation.

In some cases, it may be necessary for the visit to be on a date other than your club's regular meeting date. If this should happen, prepare your membership in a very positive manner and encourage them to attend this important meeting.

Prior preparation

Return your club survey form promptly. This gives the District visitor some prior insight into your club and assists her/him in their preparation. Survey forms include a place for you to indicate special subjects you would like covered during the visitation.

In some Districts, the visitor will request your previous year's Club Activity Report, current budget, strategic plan, etc., prior to the visit. If so, fill the request promptly. The more insight the District visitor has into your club previous to the visit, the more help she/he can be.

Ask your District visitor if she/he will require overnight accommodations. Districts usually pay for all travel expenses; however, many District visitors appreciate the opportunity to get better acquainted through an overnight stay with a member. No matter what type of arrangements need to be made, it is your responsibility to make them.

What should be included?

The visit should be the meeting. **Do not have** another speaker. This only takes away from the time allowed for the District visitor. Districts vary in what they expect to accomplish at a visit; however, in general most official District visitors expect:

- A Board meeting.
- A business meeting with oral and written Committee reports.
- Ample time for a presentation. Allow 20 to 45 minutes, depending on your District visitor's request. Some District representatives do a workshop type presentation and may require more time.

Helpful hints

Ask a club member to write down the information and/or materials the District visitor offers to send to your club. Give this to her/him following the presentation. It is a thoughtful and very helpful gesture.

Healthy clubs mean a healthy District! Help make your visit meaningful. As each member becomes involved in the visit, a stronger rapport will develop.

HOSTING A GUEST

Whether your guest is a District Officer, community dignitary, guest speaker, or a prospective member, you want them to feel welcome and comfortable at your meeting.

This list of questions will help you prepare

- u If an invitation has been sent, have you included directions to find the location easily?
- u Has your membership been notified that a special guest will be present?
- u Do you have a “greeter” assigned to introduce the guest to your members?
- u Is a seating arrangement planned?
- u Do you have name tags that include a title for everyone?
- u Have you informed your guest of the menu, if applicable, and if there is a cost factor?
- u Is it appropriate to pay for a guest’s meal?
- u Do you always remember to introduce guests by appropriate titles?
- u Does your guest have a clear understanding of what she/he needs to do if part of the program?
- u Have you considered a thank-you gift? In the case of the District visitor, many clubs are getting away from this practice. A small donation in the name of the District visitor to the International Foundation is always a nice gesture.
- u Do you have a way for the guest to be excused easily, especially if travel is involved?
- u After the visit—have the club secretary or another person send a thank-you note.

Remember, these simple gestures will make your meeting run smoothly and your guest will be grateful for the kindness.

Section
13 Files and Reports

Permanent and Working Files

Club Activity Report

*“Remember —
No job is complete
until the paperwork’s done.”*

PERMANENT AND WORKING FILES

As with any organization, Altrusa must have a set of permanent and working files to refer to when needed. At the conclusion of the president's term of office, the files, in good order, should be promptly turned over to the incoming president. Periodically, the club's board of directors should authorize the purging and destruction of outdated records that are of no historical value.

Permanent files should contain the following items

- Copies of all minutes of club meetings
- Copies of all minutes of Board of Directors meetings
- Copies of all District Conference reports
- Copies of reports of International Conventions and International Executive Committee and Board of Directors' meetings
- Officially approved copy of the Club Bylaws
- A complete set of club yearbooks
- A complete set of club newsletters
- A complete set of *District Service Bulletins*
- The club charter
- An approved Recommendation for Membership form for each member in the club
- Annual membership dues reports for at least the preceding five years, including membership information forms
- The club chronicle, scrapbook, awards received, correspondence relating to special club projects
- Copies of Form 990, if applicable (United States clubs only)

Working files should contain these items

- The most recent dues report
- Club reports for the past two years
- File folders for each club Officer and Committee Chair
- Reports/mailings received from District Officers and Committee Chairs
- Current issues of International's official publications
- Current *District Service Bulletins*
- Latest procedures and reports on the Altrusa International Foundation, Inc.
- Information about District Conference and fall workshop for current year
- International Convention materials
- Materials from International Office: current supplies catalog and Doc Morgan, Inc. catalog
- President's personal Altrusa files
- Miscellaneous

CLUB ACTIVITY REPORT

As part of Altrusa International, Inc., it is necessary for all clubs to provide Altrusa International with information concerning their progress towards the completion of the goals, objectives, and strategies outlined in the International Long Range/Strategic Plan. This is done through the completion of the Club Activity Report. As president, you are responsible for the completion of this report.

Where is the report? The International Office will send you a copy of the latest version of the Club Activity Report included in the Awards Packet in the January club president's mailing. (*Altrusa Accent*)

Who completes the report? As the outgoing president, you are responsible for the report at the end of your term. You may choose to do this by yourself, with a group of Altrusans, or delegate it to another officer.

When must the report be completed? It must be completed and sent to the designated person in your District by May 31.

Should I keep a copy of the report? Yes, this is a valuable tool and may come in handy during the next year. In some Districts, clubs may be asked to provide the District visitor with a copy either prior to or during the visit.

How important is the report? It is very important! Altrusa needs to measure its successes and determine its failures. Members at the club level are the only ones who really know their successes and failures. We must monitor these in order to make improvements in our programs.

The report helps Altrusa International determine the need for changes in its programs. In this way it can provide better service to the local clubs. The report is not meant as a means of checking up on clubs. By the time it reaches the International Office it is a compilation of information from all the clubs in each District.

Please take the time to complete the Club Activity Report.

Please note: The Club Activity Report can be also be found on the Altrusa International website www.altrusa.com

Section
14 Awards

Altrusa International Awards

The Mamie L. Bass Service Award

The Letha H. Brown Literacy Award

Dr. Nina Fay Calhoun International Relations Award

The Distinguished Club Award

The Eleanor Roosevelt Humanitarian Award

The Community Leadership Award

ASTRA Club Service Award

*“Vision without action is merely a dream,
action without vision just passes the time,
vision with action can change the world.”*

— Joel Arthur Baker —

ALTRUSA INTERNATIONAL AWARDS

Awards are an important part of any organization's function. Awards are a means of giving recognition for jobs well done and encouraging clubs to continue their efforts. As an Altrusa leader, your role is to encourage your club to reach out and apply for the many and varied awards offered by Altrusa International and your District.

Applying for awards also provides opportunities to share your projects with other clubs. Awards recipients are recognized at conferences and conventions for their efforts.

The *Altrusa International Encyclopedia* is an excellent source of information regarding awards. Here are several frequently asked questions.

Where do I get the information concerning awards?

The award applications from Altrusa International, Inc. will be sent directly to the president in the Awards Packet included in the January club president's mailing along with the Club Activity Report. Watch for this very important packet!

Who is responsible for filling out the application?

Generally a group of members who have worked closely with the project completes the application.

When are the entries due?

Dates vary by District. Your District Governor has probably given you a yearly calendar. Check to see if the due dates are included in it. Another source of information on due dates is your local *District Service Bulletin*.

How do I know the criteria?

Award criteria information comes with your awards packet.

May we enter the same project for the Mamie L. Bass (MLB), Letha H. Brown (LHB) and the Dr. Nina Fay Calhoun (NFC) Awards?

No! If your project fits the criteria for all of these awards, your club must decide for which one to apply.

May we enter more than one LHB, MLB or NFC entry in a given year?

No! You may make only one Letha H. Brown, Mamie L. Bass and Dr. Nina Fay Calhoun application in any one year.

Are projects that are primarily fund raising for club use eligible?

No! MLB and LHB awards are meant to show service to the community. The Dr. Nina Fay Calhoun is an International Relations Award.

Who judges the entries?

MLB, LHB and NFC awards are first judged in the District by non-Altrusa judges. The annual winners at the District level go to International where they are judged by three non-Altrusan judges.

You will have a much better understanding of the awards program, if you continue to read the awards applications, instructions, and criteria on the following pages.

Good luck in your club's efforts to achieve these very coveted awards.

THE MAMIE L. BASS SERVICE AWARD

The International Board of Directors created the Mamie L. Bass Community Service Award in 1963 as a memorial to the First National President of Altrusa. The name was changed to the “Mamie L. Bass Service Award” by the International Board of Directors in 1975. The objectives of this service award are as follows:

Objectives

- To stimulate interest in developing action programs in the community that fall within the scope of Altrusa’s program of service
- To encourage members of local clubs to participate actively in service projects designed to meet specific local needs
- To recognize outstanding club achievement in service in the community.

District and International competition

Service projects nominated for the Mamie L. Bass Service Award are judged each year at District Conferences. First-place winners from each District are entered in the competition at the International level. Established judging criteria are used by Districts and by International.

One (1) service project from the Clubs-at-Large is included in the competition by International. The Clubs-at-Large Committee organizes the selection process for projects from Clubs-at-Large.

Eligibility criteria

Every Altrusa club is eligible to enter one (1) service project each year of the biennium. Clubs can enter any service project that was:

- Conducted in its entirety during the twelve (12) month period ending prior to the date of submission of entries for judging; or
- Completed on or before the date of submission of entries for judging; or
- Clubs with projects of an ongoing nature may submit those major activities conducted during the twelve (12) month period ending prior to the date of submission.

Projects which are primarily fund-raising projects or which generate funds for club use are not eligible for nomination. In addition, a project submitted for the Letha H. Brown Literacy Award can not be submitted for the Mamie L. Bass Service Award in the same biennium.

Entry preparation

Each Mamie L. Bass Service Award entry should be completed and submitted as follows:

- All entries should be typed.
- Covers should be labeled, “Nomination for Mamie L. Bass Service Award, Name of Club, District, Club Year.”
- The first page of the manuscript should be the entry form, completed in its entirety.
- The narrative must not exceed 500 words and must be typed, double-spaced, on one side only on plain white paper. In developing the narrative, clubs should refer to the judging criteria and score sheets.

Procedures for submitting entries

Clubs submit entries for the District competition on or before the date established by the District Governor. The winning District entry is forwarded to the International office immediately following the close of the District Conference.

- The winning entries at March/April/May District conferences must reach the International Office by June 1 to be considered in the International competition.
- The winning entry from Clubs-at-Large for each year of the biennium is forwarded to the International Office by the Clubs-at Large Committee by June 1 to be considered in the International competition.

The International Office will acknowledge receipt of each entry to both the District and the president of the winning club. The International office also will be responsible for following up with each District to make sure that each District submits each year’s winning entries for consideration in the International competition. Finally, the International office will submit all District entries to the International Service Program Development Committee, who will coordinate the judging activities of the International competition.

Judging criteria and score sheet

The District Governor appoints a chair of the District Mamie L. Bass Award Committee. The chair selects three (3) prominent members of the general public to serve as judges.

The International Service Program Development Committee coordinates the International judging activity. The Chair appoints three (3) prominent members of the general public to serve as judges.

The judges may disqualify any entry for any rules violation. In evaluating entries, the judges place primary importance on the written narrative. Substantiating materials are considered only in a supplementary perspective. The amount of funds spent on an activity is not a major criteria in selecting award winners.

In determining award winners, the judges consider how the club selected, developed, implemented and evaluated the service project. The questions which follow are the types of questions the judges use to evaluate the components of club projects. A club should use the judging criteria and score sheet as a guideline in preparing its entry.

**Criteria and
score sheet**

I. Selection of Project (25 points)

(Explain the method used to identify the community need and select the literacy project.)

- A. How was the need for the project determined?
- B. Was this need being met by other community groups and agencies?
- C. What was the purpose of the project?
- D. What segment of the community was the project designed to help?
- E. What were the reasons for choosing this project?
- F. How was the membership involved in selecting the project?
- G. What provisions were made for member participation in carrying out this project?

Maximum Points: 25 **Points Earned** _____

II. Development and Implementation of the Project (50 points)

(Describe the activities and efforts to carry out the project.)

- A. How was the project structure (e.g., guidelines, timetables, work assignments, communication, record-keeping) developed?
- B. What resources and fund-raising were needed for the project?
- C. How were the talents and abilities of club members utilized?
- D. What percentage of club members participated in the project?
- E. How many hours of personal service were contributed by club members?
- F. How was each party informed on the progress of the project?
- E. What was the extent of participation or support by individuals and/or organizations in the community?

Maximum Points: 50 **Points Earned** _____

III. Evaluation of the Project (25 points)

(Explain the method(s) used to assess the project and the results achieved.)

- A. What criteria were used to evaluate project activity?
- B. Was the process designed to carry out the project effectively?
- C. Were the original objectives of the project achieved?
- D. What was the estimated number of people who were helped by the project?
- E. What were the benefits to the community?
- F. What were the benefits to the club?
- G. What plans were made for continuing this project?
- H. Did the project promote community awareness of Altrusa and its commitment to Literacy?
- I. Does the project summary state how the objectives were accomplished?

Maximum Points: 25 **Points Earned** _____

**Awards and
award
presentation**

The names of the winning entries are kept secret until the time of the award presentation.

District awards: A Certificate of Merit is presented to the winner at each District conference. Runners-up (the number not to exceed three (3)) may be given honorable mention.

International award at conference: An award of \$100 (U.S. dollars) is presented annually by the International representative to the winner at District conference. For Clubs-at-Large, an award of \$100 (U.S. dollars) is given annually to the winning entry; one Certificate of Excellence will be given for honorable mention.

International award at convention: An award of \$300 (U.S. dollars) is presented to the first-place winner, and awards of \$75 (U.S. dollars) are given to the clubs winning first and second-place honorable mentions. In addition, a Certificate of Excellence is given to the officers of the District that submitted the highest percentage of entries during the biennium.

**A sample title
page**

Name of Project
Nomination for Mamie L. Bass Service Award
Date
Name of Altrusa Club Mailing Address/Street Address City, State/Province, Zip Code/Postal Code Country
District

Altrusa International, Inc.

Mamie L. Bass Service Award

Entry Form

Please print or type.

Name of club: _____

Address: _____

Street/Post Office Box: _____

City: _____ State/Province: _____

Country: _____ Zip/Postal Code: _____

District: _____

Date (day, month, year): _____

Club Membership (as of date of entry): _____

Project Title: _____

In 500 words or less, describe your project. (Please double space.) Refer to attached judging criteria for ideas on what to include.

Signature of Club President:

Revised November 2000

THE LETHA H. BROWN LITERACY AWARD

The Letha H. Brown Literacy Award was adopted by the International board of directors in honor of past International President Letha H. Brown for her in work establishing literacy as a major emphasis of the organization. The objectives of this International award are as follows:

Objectives

- To stimulate local club interest in developing active literacy projects to serve their communities
- To create an awareness of Altrusa and its commitment to literacy
- To encourage members of local clubs to participate actively in literacy projects designed to meet specific community needs
- To recognize outstanding club achievement in literacy projects.

District and International competition

Literacy projects nominated for the Letha H. Brown Literacy Award are judged each year at the District conference. First-place winners from each District are entered in the competition at the International level. Established judging criteria are used by Districts and by International.

One (1) literacy project from the Clubs-at-Large is included in the competition by International. The Clubs-at-Large Committee organizes the selection process for projects for Clubs-at-Large.

Eligibility criteria

Every Altrusa club is eligible to enter one (1) literacy project each year of the biennium that meets the following requirements:

- Conducted in its entirety during the twelve (12) month period ending prior to the date of submission of entries for judging; or
- Completed on or before the date of submission of entries for judging; or
- Clubs with projects of an ongoing nature may submit for judging those major activities conducted during the twelve (12) month period ending prior to the date of submission of entries for judging.

Projects which are primarily fund-raising projects or which generate funds for clubs use are not eligible for nomination. In addition, a project submitted for the Letha H. Brown Literacy Award can not be submitted for the Mamie L. Bass Service Award in the same biennium.

Entry preparation

Each Letha H. Brown Literacy Award entry should be completed and submitted as follows:

- All entries should be typed.
- Covers should be labeled, “Nomination for Letha H. Brown Literacy Award, name of club, District, club year.”
- The first page of the manuscript should be the entry form, completed in its entirety.
- The narrative must not exceed 500 words and must be typed, double-spaced, on one side only on plain white paper. In developing the narrative, clubs should refer to the judging criteria and score sheets.

Procedures for submitting entries

Clubs submit entries for the District competition on or before the date established by the District Governor. The winning District entry is forwarded to the International office immediately following the close of the District conference.

- The winning entries at March/April/May District conferences must reach the International Office by June 1 to be considered in the International competition.
- The winning entry from Clubs-at-Large for each year of the biennium is forwarded to the International office by the Clubs-at Large Committee by June 1 to be considered in the International competition.

The International Office will acknowledge receipt of each entry to both the District and the president of the winning club. The International office also will be responsible for following up with each District to make sure that each District submits each year’s winning entries for consideration in the International competition. Finally, the International office will submit all District entries to the International Service Program Development Committee, who will coordinate the judging activities of the International competition.

Judging criteria and score sheet

The District Governor appoints a chair of the District Letha H. Brown Award Committee. The chair selects three (3) prominent members of the general public to serve as judges.

The International Service Program Development Committee coordinates the International judging activity. The chair appoints three (3) prominent members of the general public to serve as judges.

The judges may disqualify any entry for any rules violation. In evaluating entries, the judges place primary importance on the written narrative. Substantiating materials are considered only in a supplementary perspective. The amount of funds spent on an activity is not a major criteria in selecting award winners.

In determining award winners, the judges consider how the club selected, developed, implemented and evaluated the service project. The questions which follow are the types of questions the judges use to evaluate the components of club projects. A club should use the judging criteria and score sheet as a guideline in preparing its entry.

**Criteria and
score sheet**

I. Selection of Project (25 points)

(Explain the method used to identify the community need and select the literacy project.)

- A. How was the need for the project determined?
- B. Was this need being met by other community groups and agencies?
- C. What was the purpose of the project?
- D. What segment of the community was the project designed to help?
- E. What were the reasons for choosing this project?
- F. How was the membership involved in selecting the project?
- G. What provisions were made for member participation in carrying out this project?

Maximum Points: 25 Points Earned _____

II. Development and Implementation of the Project (50 points)

(Describe the activities and efforts to carry out the project.)

- A. How was the project structure (e.g., guidelines, timetables, work assignments, communication, record-keeping) developed?
- B. What resources and fund-raising were needed for the project?
- C. How were the talents and abilities of club members utilized?
- D. What percentage of club members participated in the project?
- E. How many hours of personal service were contributed by club members?
- F. How was each party informed on the progress of the project?
- G. What was the extent of participation or support by individuals and/or organizations in the community?

Maximum Points: 50 Points Earned _____

III. Evaluation of the Project (25 points)

(Explain the method(s) used to assess the project and the results achieved.)

- A. What criteria were used to evaluate project activity?
- B. Was the process designed to carry out the project effectively?
- C. Were the original objectives of the project achieved?
- D. What was the estimated number of people who were helped by the project?
- E. What were the benefits to the community?
- F. What were the benefits to the club?
- G. What plans were made for continuing this project?
- H. Did the project promote community awareness of Altrusa and its commitment to Literacy?
- I. Does the project summary state how the objectives were accomplished?

Maximum Points: 25 Points Earned _____

**Awards and
award
presentation**

The names of the winning entries are kept secret until the time of the award presentation.

District awards: A Certificate of Merit is presented to the winner at each District conference. Runners-up (the number not to exceed three (3)) may be given honorable mention.

International award at conference: An award of \$100 (U.S. dollars) is presented annually by the International Representative to the winner at District conference. For Clubs-at-Large, an award, of \$100 (U.S. dollars) is given annually to the winning entry; one Certificate of Excellence will be given for honorable mention.

International award at convention: An award of \$300 (U.S. dollars) is presented to the first-place winner and awards of \$75 (U.S. dollars) are given to the clubs winning first and second-place honorable mentions. In addition, a Certificate of Excellence is given to the officers of the District that submitted the highest percentage of entries during the biennium.

A sample title page

Name of Project
Nomination for Letha H. Brown Literacy Award
Date
Name of Altrusa Club Mailing Address/Street Address City, State/Province, Zip Code/Postal Code Country
District

Altrusa International, Inc.

Letha H. Brown Literacy Award

Entry Form

Please print or type.

Name of club: _____

Address: _____

Street/Post Office Box: _____

City: _____ State/Province: _____

Country: _____ Zip/Postal Code: _____

District: _____

Date (day, month, year): _____

Club Membership (as of date of entry): _____

Project Title: _____

In 500 words or less, describe your project. (Please double space.) Refer to attached judging criteria for ideas on what to include.

Signature of Club President:

Revised November 2000

DR. NINA FAY CALHOUN INTERNATIONAL RELATIONS AWARD

The Dr. Nina Fay Calhoun International Relations Award was adopted in 2002 as a memorial to the only International President who served two terms and who focused on the International aspect of our organization. The objectives of this International Relations Award are as follows:

Objectives

- To encourage and to stimulate international relations
- To create an awareness of other cultures and people of the world
- To recognize outstanding club achievement in international relations

District and International Competition

Activities nominated for the Dr. Nina Fay Calhoun International Relations Award are judged each year at District Conferences. First-place winners from each District are entered in the competition at the International level. Established judging criteria are used by Districts and by International.

One (1) service project from the Clubs-at-Large is included in the competition by International. The Clubs-at-Large Committee organizes the selection process for activities from Clubs-at-Large.

Eligibility Criteria

Every Altrusa club is eligible to enter their international activities each year of the biennium. This award is based on a yearlong focus on international relations, not just one specific project. The winner is judged on the overall emphasis for the entire program year. The activities should meet the following criteria:

1. Number of meetings dedicated to international relations (minimum of two (2) per club year).
2. Most outstanding program - did it contribute to the initiation of a new club project? (50 words or less)
3. Does your club currently have an existing project to promote international relations? If yes, describe the project in 200 words or less.
4. Did your club observe any of the following international dates during the past year? (Minimum of 3 - please state the manner of observance)
 - a. Women's Rights Day, March 8
 - b. World Health Day, April 7
 - c. World Literacy Day, September 8
 - d. International Peace Day, third Tuesday in September
 - e. United Nations Day, October 24
 - f. Human Rights Day, December 10
5. Does your club know that Altrusa has a United Nations Representative?
 - a. Did your club utilize the resources available from the Altrusa United Nations Representative?
 - b. Did your club have a program relating to the United Nations? If yes, please describe your program in 50 words or less.

Entry Preparation

Each Dr. Nina Fay Calhoun International Relations Award entry should be completed and submitted as follows:

- All entries should be typed, double-spaced, on one side only on plain white paper.
- Covers should be labeled, “Nominations for Dr. Nina Fay Calhoun International Relations Award, Name of Club, District, and Club Year.”
- The first page of the entry should be the entry form, completed in its entirety.
- The narrative must not exceed the parameters for each section. In developing the narrative, clubs should refer to the judging criteria and score sheets.

Procedures for Submitting Entries

Clubs submit entries for the District competition on or before the date established by the District Governor. The winning District entry is forwarded to the International Office immediately following the close of the District Conference.

- The winning entries at March/April/May District Conferences must reach the International Office by May 31st to be considered in the International competition.
- The winning entry from Clubs-at-Large for each year of the biennium is forwarded to the International Office by the Clubs-at-Large Committee by May 31st to be considered in the International competition.

The International Office will acknowledge receipt of each entry to both the District and the president of the winning club. The International Office also will be responsible for following up with each District to make sure that each District submits each year’s winning entries for consideration in the International competition. Finally, the International Office will submit all District entries to the International Service Program Development Committee, who will coordinate the judging activities of the International competition.

Judging Criteria and Score Sheet

The District Governor appoints a chair of the District Dr. Nina Fay Calhoun International Relations Award Committee. The chair selects three (3) prominent members of the general public to serve as judges.

The International Service Program Development Committee coordinates the International judging activity. The chair appoints three (3) prominent members of the general public to serve as judges.

The judges may disqualify any entry for any rules violation. In evaluating entries, the judges place primary importance on the written narrative. Substantiating materials are considered only in a supplementary perspective. The amount of funds spent on the activities is not a consideration in selecting award winners.

In determining award winners, the judges consider how comprehensive the International focus was during the entire club year, how it was incorporated into other aspects of the club. The questions that follow are the types of questions the judges use to evaluate the activities. A club should use the judging criteria and score sheet as a guideline in preparing its entry.

Dr. Nina Fay Calhoun International Relations Award**Award and award presentation**

The name of the winning entry shall be kept secret until the time of the award presentation.

District Awards: A Certificate of Merit is presented to the winner at each District Conference. Runners-up (the number not to exceed three (3)) may be given honorable mention.

International Awards at Conference: A Certificate is presented annually by the International Representative to the winner at District Conference. For Clubs-at-Large, a Certificate is given annually to the winning entry; one Certificate of Excellence will be given for honorable mention.

International Awards at Convention: An award of \$100 (U.S. dollars) is presented to the first-place winner, and awards of \$50 (U.S. dollars) are given to the clubs winning first and second-place honorable mentions. In addition, a Certificate of Excellence is given to the officers of the District that submitted the highest percentage of entries during the bien nium.

Criteria and Score Sheet

1. Number of meetings dedicated to International Relations: _____ (*minimum of 2 per year*)
Maximum Points: 15 Points Earned

2. Most outstanding program; did it contribute to the initiation of a new club project? (*50 words or less*)
 - a. What was the international focus of the program?
 - b. Was a new club project established?
 - c. Was an existing club project expanded?**Maximum Points: 30 Points Earned**

3. Does your club currently have an existing project to promote International Relations? Describe. (*200 words or less*)
 - a. What percentage of club members participated in the project?
 - b. How many hours of personal service did club members contribute?
 - c. How were the talents and abilities of club members utilized?
 - d. What segment of the community was the project designed to help?
 - e. How did this project help international relations?
 - f. What resources and fundraising were needed for the project?
 - g. What was the benefit of the project?**Maximum Points: 30 Points Earned**

4. Did your club observe any of the following International dates during the past year? (*minimum of 3—please state the manner of observance*):
 - a. Women's Rights Day, March 8
 - b. World Health Day, April 7
 - c. World Literacy Day, September 8
 - d. International Peace Day, 3rd Tues. in Sept.
 - e. United Nations Day, October 24
 - f. Human Rights Day, December 10**Maximum Points: 15 Points Earned**

5. Does your club know that Altrusa has a United Nations Representative?
 - a. Did your club utilize the resources available from the Altrusa U. N. Representative?
 - b. Did your club have a program relating to the United Nations? Describe. (*50 words or less*).**Maximum Points: 10 Points Earned**

**A sample title
page**

Name of Project

Nomination for Dr. Nina Fay Calhoun International Relations Award

Date

Name of Altrusa Club
Mailing Address/Street Address
City, State/Province, Zip Code/Postal Code
Country

District

Revised December, 2005

Altrusa International, Inc.

Dr. Nina Fay Calhoun International Relations Award

Entry Form

Name of Club _____

Address _____

Street/Post Office Box _____

City _____ State/Province _____

County _____ Zip/Postal Code _____

District _____

Date of Entry _____

Club Membership _____

-
-
1. Number of meetings dedicated to International Relations: _____ (*minimum of 2 per year*)
 2. Most outstanding program; did it contribute to the initiation of a new club project? (*50 words or less*)
 3. Does your club currently have an existing project to promote International Relations? Describe. (*200 words or less*)

4. Did your club observe any of the following International dates during the past year? (*minimum of 3— please state the manner of observance*):

a. Women’s Rights Day, March 8 _____

b. World Health Day, April 7 _____

c. World Literacy Day, September 8 _____

d. International Peace Day, 3rd Tues. in Sept. _____

e. United Nations Day, October 24 _____

f. Human Rights Day, December 10 _____

5. Does your club know that Altrusa has a United Nations Representative? _____

a. Did your club utilize the resources available from the Altrusa U. N. Representative? _____

b. Did your club have a program relating to the United Nations? Describe. (*50 words or less*).

Signature of Club President

THE DISTINGUISHED CLUB AWARD

The Distinguished Club Award recognizes a club's activity and productivity at every level of program involvement. Information from Club Activity Reports on service, programming, membership, leadership, and communication are used to judge whether a club is a Distinguished Club—a leader in every respect.

Criteria

The criteria is included in the January Club President's mailing in the awards packet and is also available on the Altrusa International website www.altrusa.com

THE ELEANOR ROOSEVELT HUMANITARIAN AWARD

This is the highest individual award that International bestows. A special committee, appointed by the president and the board of directors, will select the recipient for this biennium to be presented at the International convention.

Eligibility criteria

- The nominee must be a current active, or life member of Altrusa International, Inc.
- The nominee's service to Altrusa must have been given at the local club, District, and/or International levels.
- The nominee must be recognized beyond Altrusa International, Inc., as a volunteer directly responsible for improving the quality of life in her community.

The nomination process

You are encouraged to nominate a fellow Altrusan for the Eleanor Roosevelt Humanitarian Award. Complete the attached nomination form and include three (3) letters of recommendation, from persons within and outside of Altrusa, who can give tangible evidence of the nominee's service. A photograph of the nominee is also requested. All application materials for the Eleanor Roosevelt Humanitarian Award must be sent to Altrusa International, Inc. postmarked *no later than May 15, 20__*.

Presentation

If an Eleanor Roosevelt Humanitarian Award is presented, the winner will be honored during the Awards Banquet at the International Convention. The winner will receive a commemorative medal to mark the occasion.

Altrusa International, Inc.

Eleanor Roosevelt Humanitarian Award Nomination Form

To nominate a candidate for the Eleanor Roosevelt Humanitarian Award, complete and return this nomination form to the Altrusa International Office postmarked **no later than May 15, 20__**. Be thorough in answering each question.

Please type or print

Nominee's Name _____

Nominee's Altrusa Club _____ District _____

Address _____

City _____ State _____ Zip Code _____

Classification _____

Job Title _____

1. How long has the nominee been a member of Altrusa International, Inc.? _____ Years.

2. What positions or offices in Altrusa International, Inc. has the nominee held? Please list.

Club Level _____

District Level _____

International Level _____

3. List other services to Altrusa International, Inc. _____

4. List volunteer activities outside of Altrusa International, Inc. _____

5. List other interests, achievement, honors or contributions you think merit consideration.

6. Why do you think your nominee should win the Award? (Maximum of 100 words on a separate sheet of paper).

7. Include three (3) letters of recommendation from persons in or outside of Altrusa who can provide tangible evidence of the nominee's service.

8. Please send a photograph of the nominee for possible publicity use.

9. Nominated By _____

Address _____

City _____ State _____ Zip Code _____

E-Mail _____

Send this completed application form to:
Awards Committee
Altrusa International, Inc.
332 South Michigan Avenue, Suite 1123
Chicago, Illinois 60604-4305
USA

Revised November 2000

THE COMMUNITY LEADERSHIP AWARD

The board of trustees of the Altrusa Foundation, Inc. presents the Community Leadership Award to recognize individuals who have made significant contributions to their communities as volunteer leaders. Every Altrusa club has an opportunity to recognize the individuals in their communities who are contributing to the welfare of others.

The Community Leadership Award will be presented annually, with the recipient selected from nominations submitted to the International Foundation by Altrusa clubs. Nominations should be submitted directly to the International Foundation office in Chicago, Illinois by May 1, 20__.

Eligibility criteria

- The award will be given to one (1) nominee in recognition of one (1) specific community service program or project the individual chaired which has or continues to provide a meaningful benefit to the community and which clearly demonstrated leadership abilities.
- The project or program chaired by the individual can be sponsored by an Altrusa club. The project or program cannot have been a fund raiser for the Altrusa club's community service budget.
- Projects sponsored by an Altrusa club in cooperation with other local civic and charitable organizations qualify, provided the nominee served as the chairman and had full responsibility for the project or program.

Nominees

- The nominee must be an individual who lives or works in the community in which the Altrusa club is established.
- The nominee cannot be a paid staff member of the organization, agency or group that conducted the community service project/program. The award is for "volunteer" achievement not "professional" accomplishment.
- Civic work completed in the past, professional recognition, other awards, etc., are not relevant to this award. Nominees will be judged on the specific community service project they conducted.
- Membership in Altrusa is not required.

Procedure for submitting nominations

Altrusa club presidents should submit their nominations to the International Foundation by May 1, 20__. The nomination should take the form of a letter, not more than three single-spaced, one-sided pages, one (1) inch margins and 12 point type, outlining the reasons why the particular individual should be recognized. Substantiating information such as newspaper articles, photographs and project reports showing results can be submitted with the letter of nomination. Please send an original and three copies of the complete submission, fastened at the top with a binder clip.

Do not enclose submissions in a notebook, or any type of binder.

Judging

A special committee chaired by a trustee of the International Foundation will judge nominees. Three (3) non-Altrusans will serve as judges. Judges will be chosen based upon their own record of achievement in civic activities and volunteer service.

The award

The annual Community Leadership Award will be a \$500 contribution to the project/program conducted by the honoree. In the event that the project is completed and requires no additional funds, the \$500 cash award will be presented to a local charity designated by the recipient.

The honoree will be presented with a certificate of recognition by the International Foundation on behalf of the Altrusa club that submitted the winning nomination.

Award presentation

After the judging is completed (June 20__), the Foundation will notify the Altrusa club that made the winning nomination.

The award presentation will be made in the local community by either a Trustee of the Foundation, an International Officer of Altrusa International, the District Governor, Governor-Elect, or a past Foundation or International Officer in cooperation with the Altrusa club that made the nomination.

A feature story on the award presentation will be published in the *International Altrusan*.

Revised October 2005

ASTRA CLUB SERVICE AWARDS

If your Altrusa club sponsors an ASTRA Club, an entry for this annual award is a must! The rules allow an entry to be in any format that the young people select to describe the service project they believe is eligible for recognition.

Funded by the Altrusa International Foundation, Inc. the ASTRA Club Service Award annually recognizes ASTRA Clubs for the service activities they conduct in their communities and schools. The 20__ – 20__ awards will be given in recognition of service projects conducted from June 1, 20__ to May 1, 20__. Entries must be submitted to the International Office by May 31, 20__.

Guidelines for entries

Entries can consist of a brief written report, scrapbook, newspaper clippings, photographs — all material that describes the service project being nominated for the award.

The service project should benefit either the community or school of the ASTRA club. Awards will be given in recognition of service projects conducted from June 1, 20__ to May 1, 20__. Ongoing projects (projects conducted annually) also are eligible.

When describing the service project, please be sure to do the following:

- Include the ASTRA club's name and the name of the sponsoring Altrusa club.
- Give a brief description of (1) the reasons for choosing the project, and (2) the goals of the project.
- If fund-raising was necessary, describe the technique, and how much was raised.
- Summarize the project's results—who was impacted and how, short and long-term consequences of the project—any facts that show the importance of this project. Include a description of how the ASTRA club and its members benefited by participating in this project.
- Include supporting materials—letters from school administrators, letters from those who benefited, newspaper articles about the project, photographs. (These items are not required. Projects will be judged on their merits and their results.)

Awards and award presentation

Altrusa International will present three 20__ – 20__ ASTRA Club Service Awards:

- First place is a \$100 contribution to the ASTRA club and a trophy.
- Second place is a \$75 contribution to the ASTRA club and an award plaque.
- Third place is a \$50 contribution to the ASTRA club and an award plaque.

The winning ASTRA clubs will be contacted by Altrusa International, Inc. Awards will be presented to the ASTRA club by an Officer of Altrusa International or the International Foundation, if at all possible.

**Submit entries
to**

Altrusa International, Inc., 332 South Michigan Avenue, Suite 1123, Chicago, Illinois 60604-4305.

Questions? Call the Executive Director, 312-427-4410, Fax: 312-427-8521, email: altrusa@altrusa.com

Section
15 **Altrusa Foundation**

The Altrusa International Foundation, Inc.

Foundation Grants Program

Incorporating a Local Club Foundation

*“Never doubt that a handful
of committed individuals
can truly change the world.”*

— Margaret Mead —

THE ALTRUSA INTERNATIONAL FOUNDATION, INC.

The Altrusa International Foundation was established in 1962, as a 501(c)(3) not-for-profit corporation which accepts and administers contributions from Altrusa clubs, individual members, and the general public for its programs. Its mission is to improve economic well-being and quality of life through a commitment to community services and literacy.

Board of trustees

The Altrusa International Foundation, Inc. is an entity independent of Altrusa International, Inc., with its own Board of Trustees, six (6) qualified Altrusans, directly elected by the delegates at each International Convention.

The Board of Trustees elects its own Chairman and Vice Chairman from the six (6) sitting Trustees.

There are the following appointed Committee Chairmen:

- Development Chairman
- Education/Marketing Chairman
- Finance Chairman
- Grants Chairman

A member of Altrusa International, Inc.'s Executive Committee, appointed by the International President, serves as the Association Representative to the Foundation Board, along with the Legal Advisor, and the Secretary/Treasurer. These members all serve as Ex-Officio members of the Foundation's Board of Trustees.

Foundation grants

In 1987, literacy became the main focus of the Foundation and in 1994-1995 the Foundation expanded the grant program to include grants to clubs and individuals for non-literacy projects. Grant guidelines and criteria can be requested from the Foundation Administrative Assistant at the International Office

Foundation Endowment Fund

The Foundation Endowment Fund was established in 1992 to mark the 75th anniversary of Altrusa International, Inc. Interest income from the Endowment Fund is currently being used to support the following programs:

- Association's Letha H. Brown Literacy Awards, District and International awards
- Dr. Nina Fay Calhoun International Relations Award
- Association's ASTRA Club Service Awards, given to three ASTRA clubs annually
- Foundation's Community Leadership Award, given annually to recognize individual achievement by a volunteer

Disaster Relief Fund

The Disaster Relief Fund enables Altrusa to respond immediately to the traumas of natural disasters. During the years, the Foundation has sent funds to accredited relief agencies around the world to assist victims of disasters.

Club 21

The Club 21 program was established in 1997 to support the Safe Haven Project. Each year, the Safe Haven Project hosts Camp Safe Haven which provides over 300 children infected with HIV and AIDS, week-long camp experiences at two different sites. It costs approximately \$1,000 per child; there are no expenses to the families, and the entire staff of professionals and volunteers donate their time and services.

The Club 21 program has expanded to include work with HIV/AIDS agencies world wide.

With an annual contribution of \$21 (US) or more to the Altrusa International Foundation, individuals can become members of Club 21. As a member, one receives the special gold and white Club 21 pin, signifying participation in a program that every Altrusan can be proud of.

Lamplighter recognition program

The Lamplighter recognition program honors an Altrusan who contributes \$500 or more to the International Foundation in one year's time; that individual is awarded a specially designed Lamplighter pin. Additional contributions of \$500 in succeeding years provide the honoree with a Lamplighter pendant; a diamond chip is awarded for each additional \$500 contribution in succeeding years.

When the tenth level of Lamplighter support is reached, the honoree is designated a "Lucente Lamplighter" and receives an additional Pin signifying they have reached that donor level.

Publications

The Altrusa International Foundation utilizes each issue of the *Altrusa Accent* to report the Foundation's activities and publish the names of those clubs and individuals who have made contributions to the Foundation. It also produces an annual report which is sent to all International Foundation trustees; International officers; committee chairs and appointees; past International presidents; District Foundation liaisons; and local Altrusa club presidents.

District Foundation Liaisons

Each District appoints a Foundation Liaison to promote understanding of the Altrusa International Foundation, Inc., and its mission. She/he also serves as a communication link between the International Foundation Board, District programs, and club programs. Your District Governor can provide the name of your Foundation Liaison.

FOUNDATION GRANTS PROGRAM

Grants from the Altrusa International Foundation, Inc. will be made to assist Altrusa clubs in sponsoring individuals who need assistance in improving the quality of their lives and those of others through continued education either in the field of literacy or in vocational/technical training. Foundation grants may also assist the graduate student from a developing country in completing his/her studies. (An individual may not have received a previous grant from the Altrusa International Foundation.)

The International Foundation also awards grants to Altrusa clubs to assist with their local community service projects.

Altrusa International Foundation grants range from a minimum of \$250 to a maximum of \$1,000, based on need and funds available.

The Altrusa International Foundation, Inc. reserves the right to make the final decision on all applications.

Grant application processing schedule

The following is the grant application schedule, which is used by the Foundation Grants Committee in reviewing all applications:

September 15, grant requests due from clubs

October 31, decisions made on all applications received by *September 15* deadline

November 30, approved grant applications received by the *September 15* deadline funded

March 15, grant requests due from clubs

April 30, decisions made on all applications received by the *March 15* deadline

May 15, approved grant applications receive by the *March 15* deadline, funded

A club may receive only one (1) Foundation Grant per fiscal year (June 1 - May 31)

How do I obtain Foundation materials?

The following materials can be obtained from the Foundation Administrative Assistant at the International Office in Chicago or downloaded directly from the Altrusa International website (www.altrusa.com):

- Local Club Foundation 501(c)(3) Information Packet
- Grant Guidelines and Criteria
- Grant Applications - Project and Individual Grant Applications
- Grant Follow Up Forms
- Mock Grant Application
- Foundation Brochures
- Club 21 Brochures
- Planned Giving Brochures
- Foundation Annual Report
- Community Leadership Award Application

INCORPORATING A LOCAL CLUB FOUNDATION

Request a packet

The packet from the International Foundation will contain the following items:

- Instructions
- Prototype Articles of Incorporation
- Prototype Bylaws

Instructions for incorporation

1. The board of directors of the club must approve formation of the Foundation, and this approval should be clearly reflected in the board minutes.
2. The membership of the club must approve formation of the Foundation and this should be clearly reflected in the board minutes.
3. You must have a local attorney prepare the Articles of Incorporation and Bylaws for you. Use the prototypes provided in the packet and change them only where necessary to conform to local law.
4. Before filing the Articles with the required state offices (and some county offices), you must submit 3 copies of the following items to headquarters:
 - a. Articles of Incorporation
 - b. Bylaws
 - c. Minutes of Board of Directors and club meetings, evidencing approval of Foundation
 - d. Copy of completed Form SS-4, Application for Employer Identification Number.

Headquarter's staff will keep one copy in the Foundation file; send one copy to the Foundation chairman and one copy to the legal advisor for review. Upon approval of the legal advisor (and after making any requested changes), the Articles should be filed with the appropriate state office.

5. Once the Articles have been filed, the Foundation President should send a memorandum to Headquarters with notification of the filing date.
6. Form SS4, Application for Employer Identification Number, (EIN), should be sent to the IRS. Headquarters should be notified of the number when it is assigned.
7. After filing, for the EIN number, the local Foundation President informs Foundation chair, requesting that the local Foundation be included with the Foundation's group exemption number.

**General
Instructions**

- You must keep two separate bank accounts and separate books and records for the club and foundation.
- Only funds relating to the Foundation’s service project activities (which may include contributions to the International Foundation) should be run through the Foundation’s bank account and books. It is permissible to pay the expenses of a particular project out of fund-raising proceeds.
- You may tell people that their contributions are tax-deductible. However, remember that only that portion of the contribution in excess of the “value” received is deductible, not the entire contribution. For example, a Foundation sponsors a fashion show-luncheon, with tickets selling for \$15.00 and the meal costing \$5.00. Only \$10.00 of each ticket is deductible, and your tickets should so indicate. For contributions of noncash items (used clothes, etc.), the contributor should specify the value. Be prepared to give a receipt, identifying what was donated, but the foundation should not set the value of the donation. Leave it up to the contributor.
- You may provide for any number of directors, providing you meet the minimum number required by the laws of your state. You may want to provide that the club’s board of directors is also the Foundation’s Board of Directors, or you may wish to have outside community people serve on the Board. The majority of the Board should be Altrusans, however.
- Each Foundation should file a Form 990 each year, even if its “gross income” is less than \$25,000. You must forward a copy of your completed Form 990 to headquarters each year.

Section
16 International Office

Roster of Club Officers Form

Roster of Club Committee Chairs Form

Sister Club Program

*“Nothing is particularly hard
if you divide it into small jobs.”*

— Henry Ford —

ROSTER OF CLUB OFFICERS Term begins _____ Term ends _____

Altrusa International, Inc. of _____ District _____

Please print or type. See your membership printout for member identification numbers.

PRESIDENT Member ID# _____ **SECRETARY** Member ID# _____

Name _____ Name _____

Address _____ Address _____

City/State/Code _____ City/State/Code _____

Telephone _____ Fax _____ Telephone _____ Fax _____

E-mail _____ E-mail _____

TREASURER Member ID# _____ **IMM. PAST PRESIDENT** Member ID# _____

Name _____ Name _____

Address _____ Address _____

City/State/Code _____ City/State/Code _____

Telephone _____ Fax _____ Telephone _____ Fax _____

E-mail _____ E-mail _____

PRESIDENT-ELECT Member ID# _____ **DIRECTOR #1** Member ID# _____

Name _____ Name _____

Address _____ Address _____

City/State/Code _____ City/State/Code _____

Telephone _____ Fax _____ Telephone _____ Fax _____

E-mail _____ E-mail _____

1ST VICE PRESIDENT Member ID# _____ **DIRECTOR #2** Member ID# _____

Name _____ Name _____

Address _____ Address _____

City/State/Code _____ City/State/Code _____

Telephone _____ Fax _____ Telephone _____ Fax _____

E-mail _____ E-mail _____

2ND VICE PRESIDENT Member ID# _____ Date ____/____/____

Name _____ Submitted by _____

Address _____

City/State/Code _____ Club Meeting Information (please circle)

Telephone _____ Fax _____ 1st—1st/2nd/3rd/4th/5th Mon/Tue/Wed/Thu/Fri/Sat am/Noon/pm

E-mail _____ 2nd—1st/2nd/3rd/4th/5th Mon/Tue/Wed/Thu/Fri/Sat am/Noon/pm

IMPORTANT: Return to Altrusa International, Inc. at 332 S. Michigan Ave, Ste. 1123, Chicago, IL 60604-4305.

Send a copy to your District Treasurer. Retain a copy for your club records.

ROSTER OF CLUB COMMITTEE CHAIRS Term begins _____ Term ends _____

Altrusa International, Inc. of _____ District _____

Please print or type. See your membership printout for member identification numbers.

ASTRA Member ID# _____ **MEMBERSHIP DEVELOPMENT** Member ID# _____

Name _____ Name _____

Address _____ Address _____

City/State/Code _____ City/State/Code _____

Telephone _____ Fax _____ Telephone _____ Fax _____

E-mail _____ E-mail _____

COMMUNICATIONS Member ID# _____ **NOMINATING** Member ID# _____

Name _____ Name _____

Address _____ Address _____

City/State/Code _____ City/State/Code _____

Telephone _____ Fax _____ Telephone _____ Fax _____

E-mail _____ E-mail _____

FINANCES Member ID# _____ **SERVICE** Member ID# _____

Name _____ Name _____

Address _____ Address _____

City/State/Code _____ City/State/Code _____

Telephone _____ Fax _____ Telephone _____ Fax _____

E-mail _____ E-mail _____

Date ____/____/____

Name _____

Officer Title _____

Daytime Phone _____

IMPORTANT: Return to Altrusa International, Inc. at 332 S. Michigan Ave, Ste. 1123, Chicago, IL 60604-4305.

Send a copy to your District Treasurer.

Retain a copy for your club records.

SISTER CLUB PROGRAM

Altrusa International's Sister Club Program allows two clubs to link together by becoming "Sister Clubs," and gain a unique opportunity to expand their interests by sharing projects, information, visits and publications. Through a Sister Club, you can build friendships with Altrusans on the other side of the globe, or in the next county.

How do we get a Sister Club?

There are several ways for you to "match" with a Sister Club. No matter what method you choose, there are four basic steps:

- 1) *Make a list of prospective Sister Clubs.*
You may already know with what club you would like to match: perhaps you have a special interest in a certain city, or have met an Altrusan at a convention or conference with whose club you would like to match.

A list of contacts can also be obtained from International. The office will send you several Sister Clubs contacts based on the criteria you specify.

- 2) *Contact the club you are interested in.*
Write directly to the president of the club(s) you have selected. Explain your club's interest and ask if they would consider becoming your Sister Club. Use your International Directory for addresses and telephone numbers, or call International for information.
- 3) *Confirm your match.*
If the club you have contacted agrees to be your Sister Club, then your match is confirmed. You may have to contact several clubs before you find a match, but don't be discouraged. The clubs may simply have had too many commitments at this time.
- 4) *Register.*
Register your new Sister Club relationship with the International office by emailing the International office at altrusa@altrusa.com or completing the registration form which follows.

Frequently asked questions

- Q. Does our Sister Club have to be in another country?
A. No, Sister Clubs can be in a neighboring town, across the country, or across the world.
- Q. What should we keep in mind if we decide on a Sister Club in another country?
A. An International Sister Club match will provide your club with a very special international relations opportunity. However, you should consider the expense of international mail and how translations, if necessary, will be handled.

- Q. Can we have more than one Sister Club?
A. Yes, however, most clubs will find that one Sister Club is enough to keep them busy.
- Q. How do we find out if we already have a Sister Club?
A. Call or write the International office or ask your club Treasurer to check the listing on your club's latest member roster.

Now that we have a Sister Club, what do we do?

First, introduce yourself with a letter or a telephone call. Early personal contact is extremely important.

Remember to put your Sister Club on your newsletter mailing list!

Think of your Sister Club as a friendly resource. Committee chairs may want to exchange information with their counterparts in your Sister Club. Be sure each chair has appropriate names and addresses.

Share details of your service projects and fund raisers. If your clubs have similar activities maybe you'll be able to add a new dimension to one of your events. If your activities are very different, maybe you can interest your Sister Club in trying something new. Your clubs can even work together on a service project.

How about exchanging information that helps your Sister Club get to know your community and some of the personal aspects of your club better? Try exchanging club photographs and newspaper articles on community events or club service projects. If your Sister Club is in another country, this type of exchange might form a part of your international relations program.

Above all, enjoy your new friends. You might arrange to visit one another, or get together at the International convention or your District conference.

Sister Club Registration Form

Return this form to Altrusa International after establishing a match with your Sister Club.

Your club (please print or type)

Contact person's full name _____

Street address _____

City _____ State _____ Zipcode/postal code _____

Altrusa International, Inc., of _____ District number _____

Daytime telephone number () _____

Your Sister Club (please print or type)

Contact person's full name _____

Street address _____

City _____ State _____ Zipcode/postal code _____

Altrusa International, Inc., of _____ District number _____

Daytime telephone number () _____

Present activities

_____ Newsletter exchange	_____ Personal visits
_____ Rendevous at	
_____ conference/convention	_____ Information exchange

Send completed Registration Form to Altrusa International
332 South Michigan Avenue, Chicago, Illinois 60604.
Altrusa International, Inc.: 312-427-4410

Section
17 Extras

Bibliography

Index

BIBLIOGRAPHY

- The a-b-c's of Parliamentary Procedure*. South Deerfield, MA: Channing L. Beta Co., Inc., 1986.
- “Adult Learning, What Do We Know for Sure.” *Training*, Volume 32, No. 6, June 1995.
- Bennis, Warren and Goldsmith, Joan. *Learning to Lead*. Reading, MA: Perseus Books, 1997.
- DuBrin, Andres. *The Complete Idiots Guide to Leadership*. Indianapolis: Macmillan USA, Inc., 2000.
- Tillson, Greg et al., comps. *Effective Meetings*. Corvallis, OR: Office of Leadership and Volunteer Development, Oregon State University, 1999.
- Kouzes, James M. and Posner, Barry Z. *The Leadership Challenge*. San Francisco: Jossey-Bass Publishers, 1995.
- Leadership Curriculum Guide*. Washington D.C.: The National Training Center, 1989.
- Looking into Leadership*. Washington D.C.: Leadership Resources, Inc., N.D.
- MacKenzie, Marilyn and Moore, Gail. *The Group Member's Handbook*. Downer Grove, IL: Heretage Arts Publishing, 1993.
- “Manager's Intelligence Report.” *The Toastmaster*. Mission Viejo, CA., N.D.
- Maxwell, John C. *Developing the Leader Within You*. Nashville: Thomas Nelson Publishers, 1993.
- “Make Mike User-Friendly.” *The Rotarian*. March 1990. Condensed from McManus. *The Friendly Microphone*. San Diego, CA: Cafafia Communications, N.D.
- Morrison, Emily Kittle. *Leadership Skills*. Tuscon, AZ: Fischer Books, 1994.
- Silva, Karen E. *Meetings that Work*. Boston, MA: Business One/Mirror Press, 1994.
- Stephens, Gregory K. “Eight Principles of Supportive Communication.” <<http://voltaire.is.tcu.edu/~stephens/teaching/mana4233/communication/index.htm>>. December 4, 1998.
- The Toastmaster Magazine*. September 1999. Adapted from Marjorie Brody. Elkins Park, PA: Brody Communications, Ltd., N.D.

INDEX

agenda(s)	3, 41 - 44
preparing	41, 42
sample	44
suggestions for	42
Altrusa International Foundation, Inc.	199 - 204
District liaisons	201
grants program	202
local club foundation	7, 203, 204
trustees	200
assessing	14, 62, 110
ASTRA	125
awards	169 - 198
ASTRA Club Service Award	197 - 198
Community Leadership Award	195 - 196
Distinguished Club Award	191
Eleanor Roosevelt Humanitarian Award	192 - 194
Mamie L. Bass Service Award	172 - 177
Letha H. Brown Literacy Award	178 - 183
Dr. Nina Fay Calhoun International Relations Award	184 - 190
board action	87
board meetings	3, 87
board of directors	84 - 94
duties	85, 86
job descriptions	87 - 94
obligations	84
responsibilities	2 - 4, 84 - 94
brainstorming	63, 64, 127
bylaw(s)	4 - 6, 18, 41, 46, 85, 103, 109, 112, 124
Club Activity Report	14, 168
club finances	112
budgeting	114 - 117
club liability insurance	119 - 122
Club Treasurer's Guide	112
raffles	118
club foundation	203 - 204
club visit	163 - 164
hosting a guest	165
commitment	14, 15
Committee Task Sheet	101
committee(s)	21, 44, 96 - 99, 101, 127
task sheet	101
for the president	96
job descriptions	8, 103 - 108
Profile of a Dream Team	99
responsibilities	96 - 98
steps in developing a project	100

tips	96
communication	15 - 17, 150, 158 - 159
great presentations	159
introducing a speaker	156
microphone	158
nonverbal	15, 16
phrases	160 - 161
supportive	15, 160
consensus	62
consulting	24, 25
delegate	4, 5, 7, 31
delegating	17, 25
developing a project	72 - 76, 100
director	93
District visitor	163 - 164
dream team	99
educating	18
effective meetings	34
elections	46, 85, 108, 109
empowering	17
evaluating	14, 35, 55, 62, 77
evaluation	9, 20, 55, 60, 62, 64, 65, 73, 74, 77, 110
midyear evaluations	64 - 66
facilitation	35 - 36
files	94, 167
finances	91, 112 - 117
foundation	107, 117, 132, 151, 200 - 204
gavel	5, 8, 46
goal	19, 55 - 57, 74, 124, 127
honesty	19
image	140 - 141
media	141, 144
press releases	145 - 148
public relations	140 - 143
immediate past president	93
inspiration	20
insurance	119 - 122
joining	25
leader	12 - 15, 17 - 21, 23 - 25, 33, 38, 86
leadership	12 - 26, 30, 101, 141, 150, 192
checklist	30
skills	2, 14 - 22
styles of	24, 25
traits	13
listening	15, 16, 20
Long Range/Strategic Plan (LRSP)	8, 19, 56 - 58, 86, 124, 168
membership	58, 103, 106, 124 - 136
membership development	124 - 136

club building	124, 125
growth	124
membership forms	135 - 139
orientation	132
potential members	128
recruitment	126 - 128
retention	129 - 131
revitalization	133
microphone	158
minutes	94, 167
mission	58
motion	45 - 53
motivation	21
needs	26, 31, 67 - 71
assessment	67 - 71
volunteer	26 - 27
newsletter	152, 155, 167
Nominating Committee	108, 109
nominations	108, 109
objective(s)	56, 57
parliamentary procedure	45 - 53
basic rules	45
pointers	46
quick look at	51
participation	20, 110, 130
persuading	24
planning	19, 34, 55 - 77, 101, 102, 125, 142 - 143
annual operating plan	59 - 61
community needs	67 - 68
project planning	72 - 77
strategic planning	8, 19, 58, 103, 106, 124 - 136
policy(ies)	5, 85
president	2 - 10, 36 - 38, 47, 84 - 88, 112, 124
basic tools	5
monthly checklist	6, 7
responsibilities	2 - 4, 86 - 88, 96, 112
tips	8, 9
president-elect	89
problem people	29
problem solving	28
barriers to	28
public speaking	156 - 159
recognition	21, 27
responsibilities	2 - 4, 37, 38, 86 - 88, 98, 112, 132, 133
Roster of Club Committee Chairs	207
Roster of Club Officers	206

secretary	52, 53, 92, 94
service	65 - 68, 72, 73, 116, 117
Sister Club Program	133, 208 - 210
Sister Club Registration Form	210
stimulation	21
strategic plan	8, 19, 56 - 58, 86, 124, 168
strategic planning	19, 56 - 58, 63, 64, 104 - 107
strategy(ies)	57, 58, 72 - 74, 127, 168
stress	27
Ten Commandments	27
Tips for Balancing Home, Work, and Altrusa	31
structure	79 - 82
SWOT	58, 62
team building	21, 22
telling	24
treasurer	91, 107, 112 - 117
types of meetings	39, 40
vice president(s)	90
vision	10, 13, 19, 55
volunteer	12, 14, 26, 55, 126
Volunteers Have Needs	26
yearbook	154, 155