

Responsibilities of Club Officers

A good team of officers is important to the efficient running of your Junior Civitan club. The following provides brief descriptions of the role each officer should assume; however, all officers should be familiar with the duties of other positions as well as their own. Each officer should be familiar with club, district, and international constitutions, bylaws, and policies. The responsibilities in each club are different, so you should use this information as a guide to be elaborated upon.

President

The president of your club has two responsibilities which place this officer in a paradoxical situation. First, if a club is to be successful, the president must divide the responsibility of club leadership among fellow officers and club members. The use of delegated power is the only way to cope with large amounts of work in an efficient manner.

Secondly, the president must accept ultimate responsibility for club structure. In short, the buck stops here. So, at the same time the president divides the control of the club, responsibility must also be taken for the entire club operation.

Anyone who seeks the presidency should be mindful of this paradox along with several other considerations.

The president must understand that to be a leader means to work with people, not to be independent of them. Cooperation, understanding, and hard work are necessary to hold a group of young people together.

The president must also be aware of the foundations of Civitan. Being a Civitan means operating upon responsible citizenship premises; Civitans help others. These premises are the rules of the game, and if you are going to play the game, you must understand and abide by them. In addition, the president must set certain goals for the club and keep those goals in mind as the club progresses through the year.

Objectives of the President

1. Lead the club to achieve its goals for the year (including Honor Club recognition).
2. Preside effectively at club and board meetings.
3. Organize and direct the work for the club's board of directors and committees.
4. Represent the club and Junior Civitan International in the community.
5. Communicate club, district, and international goals and programs to the club members.
6. Resolve conflicts within the club.
7. Represent the club at district and Junior Civitan International events and meetings.

General Duties

1. Develop all meeting agendas. Each should be reviewed with the advisor well before the meeting.
2. Serve as an *ex officio* member of all committees.
3. Lead the club in all local, district, and international projects.
4. Attend all district and international meetings and/or conventions.
5. Maintain communication with all levels of Junior Civitan, including your own members, district officers, and with the World Headquarters.
6. Maintain communication with the sponsoring club and the senior district.
7. Maintain a strong membership level.
8. Maintain a sound financial basis.
9. Represent the club in all community and organizational functions.
10. Conduct leadership training for all club officers and club members.
11. Distribute the *Junior Civitan Insider*.
12. Announce all district and international projects and events.

The Effective Club President

1. Effective club presidents know where their time goes. They manage it rather than vice versa. Analyze your schedule and manage your time, so you will be productive and efficient by:
 - a. Identifying and eliminating irrelevant things, things no one will really miss if they go undone.
 - b. Deciding what you can delegate to someone else.
 - c. Spelling out "time wasters" such as meaningless meetings and unnecessary communications, and try to eliminate them.
2. Effective club presidents focus on outward contribution. In other words, they concentrate on results rather than the tasks themselves. Look up from your work and outward toward your goals. The club president lives and acts in two dimensions: (1) preparing for the future, and (2) building for the results long before they are achieved.
3. Effective club presidents build on strengths, their own and those of others. They acknowledge and accept their abilities and weaknesses. They are able to accept the best in others without being threatened. They help others grow by giving them opportunities and responsibilities. Feed opportunities and starve the problems.
4. Effective club presidents concentrate on the few major areas where superior performance will produce outstanding results. Set and stick to priorities.

Here are some suggestions:

- a. Focus on the future as opposed to the past.
 - b. Focus on opportunities rather than problems.
 - c. Choose your own directions and listen to your own "drummer."
 - d. Be an innovator and make a difference.
5. Effective club presidents make good, rational decisions. Here are some suggestions:
- a. Define the problem
 - b. Analyze the problem
 - c. Develop alternative solutions
 - d. Decide the best solution
 - e. Develop and implement a strategy that will convert the best solution into action.

Goals and Calendar

It is most important that the president, advisor, and the board of directors establish a plan of action for the year. The plan should include goals for membership, projects, tentative scheduling for meetings, projects and socials, as well as achieving Honor Club recognition. This planning must be completed to make committee assignments and for the treasurer to establish a budget. Once a plan of action is developed, then prepare a tentative calendar of club activities and deadlines. Refer to the Important Dates to Remember in this manual. This initial plan of action is imperative to a club's success.

Delegating

Delegation is one of the most important aspects of a good president. You are only one person and cannot accomplish a successful year alone. It is always important to discuss delegation with your club advisor for guidance.

In the delegation process, remember these aspects:

1. Define clearly and creatively the responsibilities being delegated to each person, being sure to set limits while allowing flexibility.
2. Choose appropriate people for the assignment by placing people carefully, maximizing strengths and minimizing weaknesses. Seek out skills of your members.
3. Mutually set goals and time lines to be achieved. Expectations must be clearly defined.
4. Give accurate and honest feedback. People want to know how they are doing, and they deserve to know. This is both an opportunity for giving satisfaction and encouraging growth. Be sensitive when you deliver your praise or criticism; always be constructive.
5. Support your members by sharing knowledge, information and plans with them. It is incredible how many errors are made simply because of lack of information.

7. Whenever possible, give those who are responsible for completing assignments a voice in the decision-making.
8. Really delegate! When given an assignment, most responsible people do not appreciate someone looking over their shoulder or taking back part of the assignment before they have had a chance to do it. Good leaders foster leadership in others by empowering them to be successful and allowing them to make mistakes. Make sure you guide while offering assistance and let go when appropriate and necessary.

When delegating specific duties and tasks, always emphasize the goals of your club and the assignment's overall impact on the success of your club. Be sure to establish times for progress reports. This will ensure that if the assignment is not being handled properly or the member needs assistance, the president and advisor can resolve the problem before it is too late.

Forums for Leadership

Leadership is exercised in many different ways. One of the most overlooked venues for leadership is in the context of meetings. As the presiding officer of your club, you can exert a great deal of positive leadership. Two types of meetings are the focus of your opportunity to exercise leadership: (1) the club meetings, and (2) the club board of directors meetings. Both are important to effective leadership. You should take advantage of these forums to move your club toward the achievement of its goals.

Here are some suggestions about how you can use meetings to exert your leadership:

A. Adjust your "style" to the group. Horizontal leadership is preferred for your club meeting, whereas vertical leadership may be more appropriate for the board meeting. Horizontal leadership generally works better with a larger group. Treat each member as an equal. Use persuasive techniques. Preside in a positive, enthusiastic manner. Try to set the group at ease and make them feel like they are "center stage." Vertical leadership can be very boring and unproductive if the leader doesn't know what is going on or is distracted by efforts of certain members of the group to control the meeting. While a Junior Civitan club is a volunteer organization, even volunteers can appreciate a leader who takes charge, particularly in decision-making situations. You should always build team spirit and keep the members focused on the goals of your club.

B. Start with Board Meetings. This is the most intimate leadership forum you will have during your year as president. Here are some helpful suggestions:

- (a) Ensure the meeting place is comfortable for the group size.
- (b) Choose a time when distractions and interruptions can be avoided.
- (c) Have a well constructed agenda with items for decision clearly outlined (this should be reviewed with the advisor for guidance well before the meeting).

- (d) Make every attempt to complete business in the time allotted.
- (e) Prepare before the meeting for any special reports or information which may be needed for the group's work.
- (f) Express appreciation to the individual members, advisor, sponsoring Civitans, and the group as a whole for their contribution to the achievement of your club's goals.

C. Exercise the courage of leadership. Sometimes individual members of the group need to have their thoughts and actions redirected in order for the group to function properly. Have the courage to move discussion along even if it means confronting a member whose actions distract from the group. If you have an opinion that has not been expressed, carefully introduce your idea. Count on others in the group to see the merit of your suggestion. Allow the group to "brainstorm" solutions to problems without letting the meeting degenerate into wasted time and effort. A courageous leader molds the group into a vibrant decision-making body.

D. Follow the agenda while allowing sufficient time and enthusiasm for "brainstorming." At the beginning of the meeting, ask each person if there are any items to add to the agenda. Assure people that each item will be handled on a consensus basis. Make sure each person is involved in the process. Involve those who may seem "to be somewhere else." Call for decision as soon as you detect a group consensus. Don't belabor points or allow the group to stray off the subject.

E. Be a good listener. Leadership is related to "followship." You cannot be effective if your contact with the membership is weak. Most leaders fail because they enjoy speaking more than listening. Be able to paraphrase each member's comments and restate the group's consensus when it appears. By listening, you can identify and solve problems within the group and help them move toward completion of tasks.

F. Be effective in presiding at club meetings. Here is a major forum for making an impact on your club during your year as president. Each time your club meets, they look to you for the leadership that will make the meeting a meaningful part of the life of the club. Take this forum and your responsibilities as the presiding officer seriously. Have an agenda and adhere to it. Remember that the members have given the club a certain part of their life (time). Be positive and enthusiastic about what is going on. Listen to the responses of the members about the "state of things." Above all, be prepared to take the necessary steps to ensure a good productive meeting.

G. Don't take yourself too seriously. You are going to make some mistakes as the presiding officer. If you "goof," recognize it and admit that you're good, but getting better. Work to make sure the members feel good about your leadership, even when things don't go as smoothly as you would like.

H. Be prepared. Stay ahead of the game by communicating effectively with all your officers and members. Let them know what you expect from them, and listen to what they expect from you. Anticipate future events and keep your members aware of upcoming activities. Use every appropriate means available to make what you do at meetings effective and productive.

Meetings can be significant forums for your leadership. Don't take them for granted. Use them to help your club achieve its goals during the year. When the year is over, you want your members to make the unavoidable conclusion, "Wow, our president did an excellent job. We've had a great year."

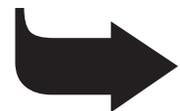
Vice President

The office of vice president is a highly flexible position which can be extremely valuable or practically worthless.

The vice president and president must work together to ensure the value of the office. There are several guidelines which can aid in this task.

1. The vice president must be as knowledgeable about all club activities as the president. This means both the administration of the club and the club programs. This allows the vice president to step into the office when the president is absent or unable to serve.
2. Specific duties, e.g. chair of the Program Committee, must be assigned to the vice president immediately. Such duties may automatically be assigned to the vice president through club bylaws.
3. The vice president must work closely with the president in defining and executing the goals of the club.
4. The vice president can serve in a variety of positions; project chair, representative to inter-club councils or committee chair.

Above all, remember that if the vice president is to be of value, this person must be willing to assume any responsibility.



Secretary

The secretary's position is one of the most important in the functions of the club. As secretary, you are expected to devote sufficient time, each week, to the various details of your office. Your work is doubly important since you are a main contact with the district and World Headquarters.

One of the first requirements necessary is to be thoroughly familiar with the duties of your position and what is expected of you. You must be organized! It is suggested that you keep a three-ring binder, separated by tabs for the different reports and information you are required to maintain. You will find, in a great majority of cases, when information is desired by officers, committee, or club members, the question will be directed to you as secretary.

The secretary should have knowledge of the functions and the purpose of Junior Civitan on the district and the international level so that you will be able to assist the president or any other member of the club when a question arises. The secretary should also be familiar with the rules and regulations as stated in the constitution and bylaws of the district and of Junior Civitan International to quickly locate a needed piece of material.

Objectives of the Secretary

1. Maintain all club records.
2. Record and keep minutes of all club and board meetings and provide copies to the board of directors.
3. Maintain all club correspondence.
4. Maintain all membership records.
5. Record member attendance records.
6. Prepare addition and change of address information.
7. Order all supplies and literature.
8. Serve as an active member of the board of directors.
9. Send thank you notes.

General Meeting Duties

1. Ensure all aspects of the club meetings are in order.
2. Manage the display of banner, bell and gavel (can be delegated to sergeant-at-arms).
3. Inform the speaker of his or her allotted speaking time (should coordinate with program chair).
4. Send the speaker a thank you note.
5. Record minutes of all board meetings and club business meetings. These records should include members present, guests present, presiding officer, speaker and subject, highlights of address for newsletter (this should be provided to the public relations coordinator), and any business conducted.
6. Keep attendance records.

Reports

1. The secretary completes and mails all forms on time. All required forms can be found in the back of this manual and the district manual. Following are the forms that are to be submitted to World Headquarters and the district:
 - a) Report of Officers due in September and May.
 - b) Activity Reports due monthly to the district and

- c) sponsoring club.
- c) Report of Collection Selection project.
- d) Report of Environmental project.
- e) Listing of Creed Club members (must be accompanied by payment for these members).
- f) Articles for the *Junior Civitan Insider* (may be delegated to the public relations coordinator).

2. The secretary is responsible for seeing that all Civitan supplies are ordered correctly. Refer to the supply section in this manual or the supply page on the website.

Treasurer

In general the treasurer has two duties to fulfill. First, he or she is responsible for maintaining a constant and accurate record of all club financial transactions. This applies even if the club funds are disbursed by the school. Second, he or she is responsible for leading projects which will help improve the financial position of the club.

The treasurer should be an effective leader and should take an active role within the club. As a member of the board of directors, he or she should participate in the decision-making process. The treasurer should always be in close contact with the secretary, advisor and club president.

There are certain procedures which, when followed, can assist the treasurer. The following is a list of general rules which can help the treasurer set his or her own structural procedures.

1. Obtain the financial records of the past treasurer and make certain all records are in order.
2. Organize all accounting and budgeting procedures for the coming year.
3. Never retain cash. Be certain the club bank account is in proper order.
4. Deposit all funds immediately.
5. Always obtain a receipt for any expenditure of funds.
6. Always give a receipt upon receiving payments to the club treasury.
7. Transact all club business by check.
8. Keep a general journal to show the chronological flow of funds.
9. Keep the club president and all others concerned informed of the club's financial position.
10. Collect club dues and other money from club projects, gifts, etc.
11. Pay district and international dues by November 1 deadline.
12. Keep all records up-to-date and accurate. The club treasurer can elaborate general rules in any way he or she feels necessary.

Budgets

Budgets are a tool to assist in managing club funds. They help your club to project needs and expenditures. An operating budget should be prepared for presentation to the board of directors for approval and then to the club. To pre-

pare the budget, a club must have a plan for how many members will be enrolled, what projects it will undertake, what expenses will be encountered, etc. See the sample budget worksheet in this manual for guidance. A permanent file should be maintained to include member dues payments, authorization for payments from the club account, copies of bills, and any other documentation which effects the club's financial position.

Suggested club accounting system:

1. Prepare a budget by projecting anticipated dues income and project revenues; disbursements of dues payments to the district and international and project disbursements. Remember, the total income must equal the total disbursements. The budget should be prepared with assistance and advice from your club president and advisor.
2. Assign account numbers to each line item, using 100s for administrative income, 200s for project income, 300s for administrative disbursements and 400s for project disbursements.
3. When receiving funds from any source, always issue a receipt and enter the appropriate revenue account number on the receipt. The Civitan Supply House has a receipt book available.
4. When authorizing payments or writing a check, always enter the account number on the request and check stub.
5. At the end of each month, list all receipt amounts for each account on a separate ledger sheet for that account; do likewise for all disbursements.
6. Add monthly totals for each account and enter results on lines in "Current Month" column on Budget and Financial Report form.
7. Add new monthly totals to totals from previous months and enter results in "Year to Date" column.

Public Relations Coordinator

The prime responsibility of the public relations coordinator (PRC) is to publicize the activities of the club. There are several areas which should be targeted in publicizing the club:

1. **The club membership.** The PRC should prepare a club newsletter (with assistance from the Publicity Committee) for the membership concerning all aspects of club activities. Some items to include are:
 - a. Upcoming club meetings
 - b. Project reports
 - c. Notes on members' accomplishments
 - d. Special honors bestowed upon members

- e. Birthdays
- f. Committee reports
- g. Information regarding district and international meetings, as well as programs and projects
- h. A calendar of upcoming projects, meetings and events.

The club newsletter is the mouthpiece and link between the club and its members. It should be interesting and fun for the members to read.

2. **The school and local community.** The public relations coordinator should always promote the club through the school and local newspapers, television stations and radio stations. The *PR: Projecting the Right Image* manual is a resource for this position. Please contact World Headquarters to request a copy.

3. **Junior Civitan International.** World Headquarters wants to hear about the activities of your club. This manual contains reports for submission of this information to the *Junior Civitan Insider*. If you don't have access to these forms, then prepare the articles on plain paper and send them to World Headquarters with pictures of the event either via snail or electronic mail. Guidelines for submitting article to *Junior Civitan Insider* can be found in this manual. It is important that the public relations coordinator be familiar with these requirements for submitting articles.

Directors

The board of directors is the policy making arm of the Junior Civitan club. Effective boards are broad in outlook and flexible in action. Because each club is different according to structure and function, a club director may be called upon to perform many different tasks. However, as a club officer, a good director can be effective as chair for key club committees such as the following:

Projects

1. Organize project information for club consideration.
2. Organize volunteers and recommend chair for various projects.
3. Give reports and pictures to the club historian (awards) and public relations coordinator (newsletter).
4. Send all the details of completed projects and pictures to *Junior Civitan Insider*.

Programs

1. Arrange programs and speakers for meetings and special functions.
2. Arrange for workshops and other special activities.

Membership

1. Recruit new members.
2. Chair the Catch the Excitement campaign in October.
2. Develop programs to attract new members.
3. Develop fun activities for existing members.
4. Develop a list of names, telephone numbers and addresses of club members to give to each member.

Fund Raising

1. Develop new fund raisers for the club to consider.
2. Track ongoing fund raisers and make progress reports to the board.
3. Organize volunteers to help with fund raisers.
4. Send the details of your fund raisers to Junior Civitan International.

For more information about committees and committee meetings, refer to the committee, club management, projects and project ideas sections in this manual or on the Junior Civitan website.

Historian

It is the duty of the historian to keep a record or history of the club's activities and achievements during the year. This person should take pictures at projects, socials, and special events. It is recommended that this individual be in charge of preparing award nominations. These nominations should not be left to be thrown together at the end of the year. The historian should be compiling award nominations all year long. The criteria to be followed should be requested from the district chair early in the year. Duties should be clearly outlined and the historian should be at all meetings, including board meetings, in a nonvoting capacity.

Sergeant-at-Arms

It is the duty of the sergeant-at-arms to maintain order at all times and to perform such other duties as assigned by the president. This individual should take care of all the property of the club and assist the secretary in seeing that the national flag and club banner are displayed and assure that the meeting place is properly prepared. Duties should be clearly outlined, and the sergeant-at-arms should be at all club meetings, including board meetings, in a nonvoting capacity.

Chaplain

When considering the office of chaplain, it is understood that clubs in some nations may choose not to use this position due to local custom. A careful study of the tone and intent of the *Junior Civitan Creed*, though, clearly allows clubs to use the chaplain as an important and meaningful office.

The chaplain should open all meetings with an invocation of Divine blessing upon the club, and a suitable eulogy should be delivered before the club upon the death of any of its members. Duties should be clearly outlined and the chaplain should be included in all club meetings, including board meetings, in a nonvoting capacity.