

Kansas Land Title Association Guidelines for the Executive Committee and Committee Chairman

Table of Contents

- I. Title Page
- II. Officers and Executive Committee and District Chairs
- III. Committee Members
- IV. Guidelines
- V. Code of Ethics
- VI. Constitution
- VII. Bylaws
- VIII. PAC Articles
- IX. Policy and Procedures

KANSAS LAND TITLE ASSOCIATION
GUIDELINES FOR
THE
EXECUTIVE COMMITTEE
AND
COMMITTEE CHAIRMEN

PREPARED FOR THE EXECUTIVE COMMITTEE
AND
COMMITTEE CHAIRMEN

Committee Chairmen are invited to attend Executive Committee meetings and are urged to do so. Executive Committee meetings are in connection with the Annual Convention. An Executive Committee meeting will be called whenever deemed necessary.

The Committee system is the very life of an association. Committees provide a testing and training ground for future leaders in the KLTA and also serves as a means for individual professional advancement. Working together, we can continue the fantastic progress KLTA leaders have made during the past few years. Staff and elected leaders stand ready to counsel with you on past endeavors and current opportunities.

We are glad to have you as an important working member of the KLTA. You have been elected or appointed by your peers because of your leadership skills and your dedication to the Association.

To help you become better acquainted with the KLTA policies and practices, the following information has been prepared.

COMMITTEES

In conducting the work of the committees, the chair should (1) always consult, advise and work with the KLTA Secretary-Treasurer on any proposed area of action (including establishment of time and location of committee meetings); (2) give the KLTA office at least 30 days notice of any proposed meeting (they in turn will send out the meeting notices for you); (3) work with the Secretary-Treasurer on agenda items and back-up material for any meeting (the KLTA office will then mail this information out for you). Committee chairs should keep accurate files on the activities of the committees.

At the conclusion of each year, the committee chair should forward his file and a report on committee activities for the year to the incoming committee chairman.

Committee members are appointed by the president according to the KLTA by-laws.

KLTA Committees are:

- Executive Committee
- Membership Committee
- Constitution and By-Laws Committee
- Nominating Committee
- Public Relations Committee
- Audit Committee
- Education Committee
- Grievance Committee
- Legislative Committee
- Planning Committee
- Convention Committee
- KLTA PAC Committee
- Memoirs Committee

Minutes

To ensure uniformity and ease of reference, the following rules and format are suggested for preparation of minutes of Executive Committee meetings and committee meetings. Not every item will be applicable to all committees, e.g. financial reports.

Current KLTA policy is for the Secretary-Treasurer to prepare all minutes and have them reviewed by the President (for Executive meetings) or committee chairs (for committee meetings) before mailing.

Basic Rules

1. Head minutes with name of organization, date, places, etc.
2. Keep minutes brief and record action only, not opinions.
3. State motions in full, that motion was made and seconded, and action taken – carried or lost. When requested, list name of any person(s) requesting a record of their vote in opposition.
4. Sign minutes along with title.
5. Mail copy of minutes to all members of the committee.
6. Corrections are noted on margin or write on one side of paper.

Basic Format

Number and list each item in capital letters or underline. Start a new paragraph for information under that item. Where several things are to be covered under a numbered item, use sub-headings A, B, C, etc, and a short title to describe sub-heading.

- I. CALL TO ORDER
- II. ATTENDANCE/QUORUM CHECK (list those absent as well as those present)
- III. APPROVAL OF MINUTES
- IV. FINANCIAL REPORT
- V. REPORTS OF OFFICERS (if applicable)
- VI. REPORTS OF COMMITTEE OR SUBCOMMITTEES
- VII. OLD BUSINESS
- VIII. NEW BUSINESS
- IX. ANNOUNCEMENTS INCLUDING NEXT MEETING
- X. CLOSING REMARKS BY PRESIDING OFFICER
- XI. ADJOURNMENT

REPRESENTING THE MEMBERSHIP

Executive Committee members are responsible for considering the needs of the membership at large. Your statesmanship as a Executive Committee member will be measured by your ability to judge and plan on the basis of overall consideration.

It is your responsibility to determine what your members need and want, and to bring those needs to the attention of the Executive Committee. You should also suggest ways in which these needs can be fulfilled.

You are closer than most of your fellow members to the operation of the association. When you make statements about the association, members will tend to believe you – to accept your statements as official policy. For this reason, association leaders should carefully consider what they say and do.

Well-informed, constructive criticism is essential to the operation of a healthy Executive Committee. If you are critical of an association policy or an issue under consideration by the Executive Committee, know when and how to present your views.

Discuss your responsibilities with the Secretary-Treasurer. He/She is continually working with the problems of the association and can offer you valuable suggestions and advice.

Your President and the Secretary-Treasurer will advise you on issues that need priority attention, and your concentration should be focused on these areas. Your input and professional opinion will also be available.

Members of the Executive Committee can be held individually or collectively liable if someone decides to challenge the legality of your association's actions. You must therefore behave prudently in your role as a Executive Committee member.

Make all efforts constructive. Strive to build a stronger organization which reflects current and future needs of the members and the profession.

Your role as a KLTA Executive Committee member is to guide the KLTA. To do this effectively, you must address yourself to the major problems facing the affiliation.

Do your homework! To be an effective Executive Committee member you must be well-informed. It is imperative that you study the issues and details relevant to the subjects about which you must make a decision.

WORKING WITH YOUR PRESIDENT

The position your President holds is one of great responsibility. You can help considerably by offering accurate information on current membership needs. The greatest contribution of Executive Committee members will be intelligent and active participation in Executive Committee meetings. To make every meeting productive, you must be prepared and you must contribute. Here are a few suggestions:

- ◆ When an agenda is issued prior to the meeting, study it carefully. If there is any item on it you do not understand, contact the Secretary-Treasurer and ask for an explanation.
- ◆ During the meeting, stick to the agenda. Wait until the President asks for discussion of subjects not on the agenda before bringing up new business.
- ◆ Learn the exact purposes of the meeting and determine in advance how you are going to contribute.
- ◆ Keep your responses short and to the point. You are not there to deliver an opinion.
- ◆ When you speak, do it clearly in a voice everyone can hear. Wait until you have the attention of the entire group before you begin your remarks. The presiding officer should ensure that a desirable atmosphere exists.
- ◆ Side conversations are distracting and should be avoided. If you think your remarks weren't heard, repeat them.
- ◆ If your remarks are lengthy or involved, sum them up at the end of your discussion. Someone may have forgotten your objective before you are finished.
- ◆ If aimless discussions arise on subjects that require study or research, stop them with a motion that a study committee be appointed. This is one of the best methods for moving along and adjourning on time.
- ◆ Don't hesitate to comment, criticize constructively or disagree. Know your subject and ask for support from members who believe as you do.
- ◆ If you disagree with the speaker, ask questions at the proper time. Make sure remarks are completely clarified. Pinpoint them in a direct summation that everyone can understand.
- ◆ If you have a comment, ask for the floor rather than joining in aimless group discussion. Genuine contributions may be lost in confused conversation.

- ◆ There will always be dissenters or those with different points of view on particular subjects. Ask others to summarize their convictions. This permits a more thorough examination of an idea that could be highly constructive when completely understood.
- ◆ Hurriedly passed motions usually don't receive the consideration they deserve. It's better to table a motion until the next meeting than to pass one you will later regret.
- ◆ After the meeting, ask yourself if you have made a genuine contribution to your association. If you are in doubt, ask your association executive or the President. They have experienced many meetings and consulted with many directors.
- ◆ While committee chairmen do not vote at Executive Committee meetings, their input is appropriate and welcomed.

WORKING WITH YOUR SECRETARY/TREASURER

Your Secretary-Treasurer is eager to help you in your role. Working with the Secretary-Treasurer of your association will give you considerable insight into organizational procedure and problems.

Occasionally, your President may ask you to organize a committee. You may wish to consult your Secretary-Treasurer for recommendations regarding individuals interested in the subject your committee will consider. Also ask for suggestions as to how your committee can accomplish its objectives. At times you may suggest new activities or a change in present activities. Before offering such suggestions, it would be wise to consult with your Secretary-Treasurer as to whether or not your proposal fits into your organization's policies. Consultation regarding the pitfalls surrounding certain activities and how to avoid violating any law would also be very much in order. This may prevent the embarrassment of offering a suggestion that would not be in the best interest of your organization.

At times you may wish to offer suggestions but, for personal reasons do not care to be identified with them. Should this situation arise, your Secretary-Treasurer can arrange to have your suggestion offered anonymously. Your Secretary-Treasurer serves as the administrative leader of the KLTA, and is dependent upon your support and guidance as a representative of the members. As one who is close to the membership, your responsibility is representing member needs and desires even when they may be at odds with the current established thinking, is a vital one. Constant and effective communication between you and your association Secretary-Treasurer is imperative.

CONCLUSION

Your term on the Executive Committee or as Committee Chair is significant for the organization and for you personally. The goals you set for yourself and for the KLTA will determine the direction the association will take during the coming years. Keep those goals in front of you as you plan out the year ahead, and know how those goals relate to the needs of the membership.

Use the thoughts in this guide as you approach your responsibilities. As you achieve your goals, your mark will be one of accomplishment and influence over the future course of the KLTA. Good Luck. We're glad to have you aboard.

WHAT TO EXPECT DURING AN EXECUTIVE COMMITTEE MEETING

Here's a brief outline of what you can expect to occur during Executive Committee meetings.

- 1) **The President calls the meeting to order—on time!** An Executive Committee meeting that starts on time is a sign that the rest of the meeting has a good chance of being businesslike, productive—and ending on time.

An Executive Board meeting is a business meeting that should be conducted in a businesslike manner. As soon as the gavel falls, socializing should end and business should begin.

- 2) **Take attendance.** Note in the minutes who is present and absent. The attendance record is important proof that your meeting had a quorum present to conduct official business. Also note in the minutes who arrives late at the meeting. It encourages on-time attendance!
- 3) **Recognize visitors.** Introduce non-Executive Committee guests who may play a key part in the upcoming meeting. This is the Executive Committee's meeting and the Executive Committee should know who's going to be listening.
- 4) **Approve the agenda.** The agenda is the Executive Committee's plan for the meeting. You should formally accept the preliminary agenda sent to you earlier or monthly that plan to reflect exactly what you want to accomplish.

Although Executive Committee members should feel free to place items on the agenda, last-minute requests should be discouraged. If you want something on the agenda, request it well in advance of the meeting. That way, other Executive Committee members and the Secretary-Treasurer can consider and research the issue before they have to deal with it at the meeting. It has been found that last-minute agenda changes often produce poor discussion and poor decisions.

- 5) **Approve minutes of the last meeting.** Minutes are the official record of board actions. Approval can be handled quickly, but the importance of the minutes should not be taken lightly. Scrutinize them carefully before the meeting and correct errors before the committee approved the minutes.
- 6) **Hear the financial report.** Your financial condition affects the actions you take in the rest of the meeting, so the financial report should come early on the agenda.

The financial report should not include long discussion about where to find new revenue or how much surplus revenue you should maintain. These issues are best handled as separate agenda items under "new business."

- 7) **Hear committee reports.** Committees which work for the board should be expected to report to the board about their activities. Don't hear reports from inactive committees solely because "It's tradition." Committees operate only when there's something to do.
- 8) **Secretary-Treasurer's report.** The Secretary-Treasurer's report is like other reports—it should be for informational purposes only. Issues the Secretary-Treasurer wishes the committee to act on should also be under the "new business" section of the agenda.

This report should not be the Secretary-Treasurer's only involvement in the meeting. The Secretary-Treasurer should be an active participant throughout meetings, recommending specific actions, providing background on issues and acting as a resource for the Executive Committee. The Secretary-Treasurer's input is vital to a good meeting.

- 9) **Consider unfinished business.** There should be few items of "unfinished business" on your agenda. These are items that were not completely disposed of at a previous meeting, such as motions tabled or actions interrupted by adjournment and intentionally carried over for discussion or action at the current meeting.

Don't allow "unfinished business" to be a catchall for any item that the board has ever talked about before. An ongoing building project, for example, is not routinely an item of unfinished business. If the board needs to take action about the building project, the issue should appear under "new business."

- 10) **Consider "new business."** It's time to consider new business motions in response to Executive Committee member requests and information heard by the committee.
- 11) **Make announcements.** The business of the Executive Committee is completed and anything at this point on the agenda is purely informational and does not require action. Announce future board meetings and activities.
- 12) **Adjourn the meeting.** When your Executive Committee business is done, you don't need a motion to adjourn. If you have covered all business on the printed agenda, the President may simply declare the meeting adjourned. If you still have items on the agenda to cover, you will need a motion to adjourn.

THE COMMITTEE CHAIR'S ROLE

The new association year is about to begin, and a most important activity is taking place: appointment of committee members and chairs. "Just routine assignments," some might say—a grave mistake.

If the board of directors is the brain of an association, committees form the central nervous system. When they operate well, committees accurately sense the environment, process information, and provide valuable guidance to the board so that it can make good decisions. When the committee system breaks down, however, the whole association suffers.

Critical to the success of every committee is an effective chair. The appointment of committee chairs can have far-reaching influence on association activities. Unfortunately, associations often don't recognize this until mistakes are made. The consequences of bad appointments range from work simply not getting done to political nightmares that disrupt the entire organization.

To understand the complex role of the committee chair, let us first look at the nature of committees and what makes them successful.

Committees: an effective work force

Purpose. Associations exist to represent, involve, and serve members. They provide educational programs, facilitate research, provide communication, identify experts in the field, carry on government relations work, and provide fraternity.

Effective associations create a system of committees to facilitate these activities in a manner that keeps the association linked to the attitudes and real world of members. In addition, committees serve as the school and proving ground for emerging leaders, who are critical to the association's future.

To be effective, committees must have a clear charge, be properly constituted, have competent staffing, and have an effective chair. As the key person on the committee, the chair must understand and appreciate these four elements of success.

A clear charge. The charge should state clearly what the committee is expected to accomplish and by when. It should also align with the association's strategic goals and objectives. The association's leaders chart its direction of travel, and like oarsmen on a boat, all committees need to be aligned so each pulls in the right direction. Publishing committee charges, along with committee rosters, lets the members know what each committee does and who to contact to offer advice or comments.

Appointments. The task to be completed by the committee should guide committee appointments. A member's expertise is certainly an important consideration. But equally important, appointments should also take into consideration the diversity of the membership.

Committees are valuable because they generally achieve results that cannot be achieved as well by individuals working alone. Diversity of perspective and thinking on the committee, therefore, leads to creative results. Association committees are ideal places for people of diverse interests to consolidate and unify their thinking as they work together. This can lead to increased understanding and enhance communication and coordination of interests across the membership.

Yet, too often, appointments take the form of rewards or political patronage, with insufficient consideration given to the member's expertise or the committee's needs.

Some associations involve the chair in appointment of the other committee members. If this applies to your association, keep this diversity issue in mind when selecting members of your committee.

Qualities of an effective chair

Given how important the chair is to a committee's success, what qualities will you need to exhibit to be effective?

Communication skills. A successful chair serves as counselor, motivator, leader, and presiding officer. Thus, you must be comfortable communicating with members of the committee, staff, and other groups within and outside the association.

Willingness to listen. The best groups are led by people who remain open-minded and encourage free expression of ideas, opinions, and recommendations. As chair, you'll need to understand group dynamics—recognize each committee member comes from a unique background and set of experiences and, consequently, will approach problems and develop solutions differently.

Participation. Your appointment as a committee chair might be in recognition of participation in the affairs of the association and the industry or profession. Having this status can help chairs sell the committee's work to the leaders and others in the association. Because a committee's work takes place within the context of the association's overall goals, a good chair also thinks in terms of these goals. Knowledge of the subject the committee deals with is important—but this knowledge should not be narrowly focused.

Leadership. The abilities to command attention, inspire others, and control without dominating are essential. An effective chair understands power relationships within the committee and of groups within the association.

Administrative skills. Although the staff generally provides administrative support, you still need to be a self-starter when carrying out your responsibilities. For example, you need not know all the ins and outs of parliamentary procedure but should have a general understanding and know how to move discussions along in an orderly way. Volunteer leaders and staff work closely throughout the year, so establish a cooperative working relationship by understanding and respecting the role of the association's staff. If political tensions develop, leading to confusion about the role of staff and the role of the chair, the committee will lose its effectiveness.

Responsibilities of the chair

Before saying yes to an appointment as committee chair, review the position requirements. Generally, you must be willing to accept the following responsibilities:

Attend meetings. Leadership cannot be exerted in absentia. Prepare to attend all—or nearly all—committee meetings.

Accept the committee charge. The committee is not the appropriate place to fight the establishment. If a member does not agree with the charge made to a committee, he or she should not use the chair position to impose personal beliefs.

The association depends on the committee to complete its assigned tasks, and other members of the committee have accepted appointments based upon an understanding of the committee charge. The chair owes it to the association and other members of the committee to work toward these established goals.

Plan the meetings. Staff generally assists with this responsibility, but you should help staff develop the agenda for each meeting. In addition, be willing to work with staff and members to develop efficient methods for completing the committee's work.

Exercise leadership. A good chair stimulates thinking and motivates all members of the committee to contribute.

Maintain records and relevant information. Depending too heavily on staff to handle all administrative affairs of the committee can project a level of indifference to others on the committee. At the least, keep track of assignments and be prepared to discuss their status.

Include all committee members in deliberations and decisions. Chairing a meeting is more than letting each person speak—it's using communication and listening skills to bridge gaps in the discussion and continually move members toward a conclusion and closure.

Evaluate and communicate committee efforts. As chair, you have the responsibility of keeping committee members and the association's leaders and membership abreast of the committee's progress and accomplishments. Whenever possible, tie the committee's work into the overall work of the association.

Chair's role as facilitator

Effective chairs facilitate rather than drive committees to complete their work. Use the following techniques to enhance your role as a facilitator:

1. **Empower the members.** You may be the committee chair, but the meetings belong to the committee as a whole. Be careful not to hold court during committee meetings; instead, guide, mediate, probe, and stimulate, thus allowing others to thrash out ideas.
2. **Prevent one-sided discussions.** You can keep discussions on track by continually restating the issue under consideration or the goal being sought.
3. **Monitor participation.** Asking well placed questions and seeking a point of information can draw silent members into the discussion. To make certain talkative members do not dominate, ask them to sum up their thoughts in 30 seconds so that others may speak. Or ask them to hold further comments until everyone else has had a chance to voice an opinion.
4. **Encourage a clash of ideas, not personalities.** An emotional discussion of ideas is good, but an emotional reaction to a person is bad. When emotions run too high, return the floor to a neutral member to seek factual information from a member who is not involved in the exchange. If necessary, have the committee take a break.
5. **Keep watch on verbal and nonverbal communication.** Committee members who squirm in their chairs, nervously tap their fingers, or suddenly become silent may be uncomfortable with the discussion. Use these clues to bring the person into the discussion, providing an opportunity to articulate the source of displeasure or discomfort. This approach often encourages others to join the discussion, thus allowing all members to feel a part of the deliberations.
6. **Value everyone's opinion.** By working up the pecking order of seniority during discussion, you can encourage less-senior members of the committee to participate. When an elder statesperson expresses a strong view early on, others often defer to that person's wisdom or experience. As a result, many potentially good ideas are never expressed.

7. **Keep the group focused on the central question and moving toward a decision.** Although consensus is required, obtaining unanimity of thought is not. Chairs frequently make the mistake of allowing a discussion to go on far too long, in an attempt to gain agreement by everyone. Although all members' views should be heard and respected, there is nothing wrong with moving forward on a committee decision made on a less-than-unanimous basis. The compromises necessary to elicit a unanimous vote often diminish the value of a good idea.
8. **Be prepared to deal with disruptive members.** Occasionally, a committee will have members so keen on their own thinking that they disrupt discussions. These people may block the committee's deliberation by constantly seeking recognition, dominating, or even clowning. When this occurs, confront the situation in a caring manner; point out the effects of the behavior and suggest less disruptive alternatives. It is important to label the behavior, not the person. Handle these matters discreetly and privately, possibly during a break. Confrontation is not a pleasant task, but the chair who does not deal with disruptive members is not being fair to the other members of the committee, who do not want to see their contributions of time and energy squandered.
9. **Close the meeting by summarizing achievements and progress made.** This allows members to leave the meeting with a sense of accomplishment and with the motivation to continue their committee work.
10. **Govern the meeting using the objectives and principles underlying parliamentary procedures.** These procedures are intended to expedite business, maintain order, ensure justice and equity, and accomplish the group's objectives. The principles of parliamentary procedure include courtesy and justice to all, rule of the minority, partiality to none, protection of absentees, and taking one item at a time.

A winning time

Coaches of winning sports teams generally attribute their success to recruiting talented players, making sure each player knows his or her job and understands the game plan, and conducting many practice sessions so that the players learn to work as a team.

The same could be said of successful association committees—and the committee chair is a key player in this formula for success.

WHO'S RESPONSIBLE— **THE EXECUTIVE COMMITTEE OR SECRETARY-TREASURER?**

Here are some recommendations for who should be responsible for the various activities and decisions to be made by your organization . . .

Area	Executive Committee	Secretary-Treasurer
Long-term goals (more than 2 years)	Approves	Recommends and provides input
Short-term goals (less than 1 year)	Monitors	Establishes and carries out
Day-to-day operations	No role	Makes all management decisions
Budget	Approves	Develops and recommends
Capital purchases	Approves	Prepares requests
Supply purchases	Establishes policy and budget for supplies	Purchases according to board policy and maintains an adequate audit trail
Major repairs	Approves	Obtains estimates and prepares recommendation
Minor repairs	Policy should include amount that can be spent without board approval	Authorizes repairs up to prearranged amount
Emergency repairs	Works with Secretary-Treasurer	Notifies board chairperson and acts with concurrence from chair
Fees	Adopts policy	Develops fee schedules
Billing, credit and collections	Adopts policy	Proposes policy and implements
Convention	Establishes policy, budget, monitors	Establishes and carries out with assistance of President and Convention Committee

An Effective Board

- ◆ Clarity about roles and relationships
- ◆ Focus on strategic issues and getting important things done
- ◆ Board seen as strategic resource
- ◆ Accountability to constituency
- ◆ Sets direction
- ◆ Identifies resources needed for implementation of mission and ensures the necessary resources are available
- ◆ Provides legal and moral oversight
- ◆ Delegates for organizational management

The Board of Directors is the policy setting body of the organization.

ENHANCING COMMITTEE EFFECTIVENESS

Guidelines & Policies for Committee Administration

TYPES OF COMMITTEES

An association is governed by a volunteer board of directors; committees are established to assist in this governance. *Management committees*, which are defined in the by-laws, have specific memberships and continuing assignments from year to year. *Standing committees* are designated to make policy recommendations to the board, to undertake long-term assignments, and to carry out the work of the association. *Task forces* and other special committees are formed by the chairperson, in consultation with the board or executive committee, to undertake specific charges and usually remain active only one to three years.

ESTABLISHMENT OF COMMITTEES

Appointment Process

Each year the chairperson of the board of directors appoints the membership and leadership of standing and special committees of the association. He or she consults with current committee chairs, staff members, and others in making these important selections. The association strives for diversity in the makeup of its committees, taking into consideration gender, geography, ethnicity, and association type, scope, and size.

The term of service for a committee member usually is one year, renewable up to three years. The chairperson is selected from the previous year's committee membership and generally serves in this leadership position for one year.

Purpose of Committees

Associations are built on a system of committee actions, linking the association with the attitudes and the real world of its members. Committees represent, involve, and serve members, as well as provide an important training ground for future leaders. Committees are an effective workforce for the association—they ensure group participation in problem solving and provide a forum for the many interests within the association.

Effective committees unify, represent, motivate, coordinate, consolidate, and communicate. They function best when their members are selected appropriately and they have a clearly defined mission, strong leadership, and competent staffing.

COMMITTEE ADMINISTRATION

Chair and staff liaison. The committee chair and staff liaison, working in partnership, are responsible for facilitating the work of the committee, providing oversight, and ensuring timely communications within the committee and between the committee and other components of the association. The staff liaison also provides logistical support for the committee's work.

Board liaison. Typically, each committee has a board member who serves as its liaison to the board. This person is a leadership resource person for the committee chair and staff liaison and a resource to the board regarding the committee's activities.

Committee reports. The committee chair and staff are responsible for keeping leadership and appropriate staff informed of committee activities. A written report of goals and achievements should be provided to the board of directors two or three times a year.

Committee charge. In addition to the general committee charge, which outlines the committee's scope of activity, the chief elected officer may charge the committee with specific work. The committee chair and staff liaison are responsible for keeping the work of the committee focused on the charge and aligned with the association's strategic plan. At the conclusion of each year, the chair and staff liaison are expected to make recommendations to the chief elected officer and the chief staff executive of the association regarding future work of the committee.

Committee responsibility. Committees are directly responsible to the board of directors through the office of the chief staff executive. Committees may not commit to expenditure of funds and may not express opinions or represent positions in the name of the association, unless specifically authorized by the board or executive committee. In proposing a program or activity that may involve expenditure of funds, committees must submit a program description and budget to the chief staff executive for inclusion in the association budget and approval by the board.

Reports. The committee chair and staff liaison are responsible for keeping committee members fully informed, with timely reports of all committee meetings and committee work conducted by telephone conference and written communications. A Report to the Board of Directors form should be completed by the committee chair and staff liaison before all board meetings.

Meetings. Because most associations do not provide travel support for members to attend committee meetings, committees are encouraged to meet in conjunction with other association meetings.

Member responsibilities. Members are expected to fully participate in committee activities by attending meetings and conducting business by telephone and written communication. Members are expected to do the following:

- ◆ Act in good faith and in accordance with what they believe to be in the best interest of the association.
- ◆ Discharge their responsibilities diligently and not delegate them to other committee members or staff.
- ◆ Publicly disclose any actual or perceived conflicts of interest and not vote on such committee matters.
- ◆ Refrain from any discussions or activities that are in violation of antitrust laws.

CHECKLISTS FOR THE COMMITTEE CHAIR

QUALITIES OF THE EFFECTIVE COMMITTEE CHAIR

Communication Skills

- ◆ Demonstrates ability to communicate with committee members, staff, and other groups
- ◆ Demonstrates willingness to listen (communication is not solely talking)

Participation

- ◆ Demonstrates active participation and interest in the association
- ◆ Commands prestige and respect from within the industry or profession
- ◆ Has knowledge of the subject in which the committee is involved
- ◆ Think in terms of association goals

Leadership

- ◆ Commands attention and inspires others
- ◆ Demonstrates ability to create a positive work atmosphere
- ◆ Controls without dominating
- ◆ Understands how the committee fits into the larger work of the association

Administrative skills

- ◆ Demonstrates willingness to take the initiative
- ◆ Demonstrates ability and willingness to carry out responsibilities
- ◆ Supports orderly procedures for conducting work
- ◆ Understands the role of the staff

RESPONSIBILITIES OF THE CHAIR

- ◆ Attends all meetings
- ◆ Accepts and supports the committee's charge
- ◆ Plans committee meetings and agenda with staff
- ◆ Exercises leadership
- ◆ Maintains records and relevant information on committee work. The chair must be sufficiently informed to interact knowledgeably with other committee members and staff.
- ◆ Moves members toward participation and decision making
- ◆ Evaluates committee efforts and communicates accomplishments to the committee and to association leadership.

MAKING EARLY CONTACT WITH COMMITTEE MEMBERS

- ◆ Send a welcome/orientation letter, cosigned by the committee staff liaison or at least identifying this person
- ◆ Provide the committee with its charges and goals, in the context of the association's strategic plan
- ◆ Provide the date and location of the first meeting, even if tentative, and a calendar of future meetings, even if tentative

- ◆ Review recent accomplishments of the committee so that the work to be done can be put into context
- ◆ Include an RSVP sheet for committee participation and for attendance at the committee meeting if the date is set. Some chairpersons may wish to solicit agenda items. If this is done, the first requirement of committees is to fulfill the charge provided to them by the association and the chair of the board of directors.

DEVELOPING AND STRUCTURING THE MEETING AGENDA

- ◆ Provide an agenda sheet with beginning and ending times for the meetings, the meeting room number, a list of committee members, and the agenda of topics to be discussed and/or acted on.
- ◆ Sequence agenda items thoughtfully. Start the meeting with agenda topics that will unify the committee; this sets the stage for working together. Early in the meeting is a good time to discuss topics that require mental energy, creativity, and clear thinking. Do not put difficult topics back-to-back—people need a break. Make the first few topics after lunch quick-action items. Build in breaks at logical places, at least every two hours. End the meeting with topics that will unify the committee; people like to leave meetings feeling that they are part of a productive team.
- ◆ Do not overschedule the meeting. Provide sufficient but not too much time for each topic. Some chairpersons like timed agendas; others do not. A good approach is to show key times on the agenda such as breaks and lunch. Having these “markers” lets members know the general pace of discussion the chair anticipates for the meeting.
- ◆ Provide at least minimal written background information for each agenda item.
- ◆ Indicate whether the item is for discussion only or if action is expected.
- ◆ Identify the person who is presenting each item.

THE CHAIRPERSON’S ROLE AS FACILITATOR

- ◆ Be a facilitator of meetings; don’t “hold court.” The committee belongs to the association, not to the chair.
- ◆ Guide, mediate, probe, and stimulate discussions. Let *others* thrash out ideas; committees are not formed to validate the thinking of the chair or staff.
- ◆ Encourage a clash of ideas, but not of personalities. Good decisions are made when committees examine all sides of an issue, but don’t let members personalize the debate. Emotional discussion of an idea is good, but an emotional reaction to a person is bad. When emotions are too high, return the floor to a neutral person, seek a purely factual answer, or take a break.
- ◆ Prevent one-sided discussions.
- ◆ Deal with dysfunctional behaviors. Don’t let a person who is blocking constructive discussion ruin the committee meeting for everyone else. Strategies for dealing with this behavior include confronting the person privately in a caring manner, pointing out the effects of the behavior, and suggesting alternative behaviors.
- ◆ Keep discussions on track; periodically restate the issues and the goal of the discussion.

- ◆ Monitor participation; control talkative members and draw out silent members.
- ◆ Use well-placed questions, seek points of information and clarification, and periodically summarize to keep the discussion focused.
- ◆ Be sensitive to the feelings of members. Look for visual and verbal cues to determine if a member is not happy with the discussion, and then deal with this.
- ◆ Keep the group focused on the central question and moving toward a decision. Call on the least senior members first to express their views; discussions tend to “close down” after senior members express strong views.
- ◆ Seek consensus, but unanimity is not required. Sometimes an idea is compromised by trying to get every last person to completely agree.
- ◆ Close the meeting by noting achievements.

TIPS FOR PRESIDING OVER A MEETING

- ◆ Open the meeting on time
- ◆ Announce the business to be conducted
- ◆ Recognize members who are entitled to talk; discourage breaking in
- ◆ Restate the issues to be voted on before calling for a vote, and explain the consequences of the vote
- ◆ Put all issues to a fair vote; don’t make assumptions about how committee members feel
- ◆ Announce the results of actions taken and explain the follow-through to be taken and by whom
- ◆ Help expedite business. Don’t let discussions drift or go on too long
- ◆ Stay with agenda. Seek the full committee’s agreement to change the agenda once it has been announced
- ◆ Close the meeting on time; seek the committee’s agreement regarding extending the time if necessary

PARLIAMENTARY PROCEDURE

- ◆ Committees are not required to operate using parliamentary procedure; however, the objectives and principles of parliamentary procedure should be employed.
- ◆ The objective of parliamentary procedure should include expediting business, maintaining order, ensuring justice and equity for all, and accomplishing the objectives for which the group is organized.
- ◆ The principles of parliamentary procedure include courtesy and justice to all, rule of the majority

CHECKLISTS FOR THE STAFF LIAISON

THE ROLE OF THE STAFF LIAISON

- ◆ Be a valuable resource to the committee, not simply a recording secretary. Note that too large a staff role reduces the motivation of volunteers. Too small a staff role often results in the committee's drifting aimlessly and operating ineffectively.
- ◆ Be thoroughly familiar with all aspects of the committee's work, including the scope of work, subjects under discussion, and association policies related to the committee's work.
- ◆ Answer questions, offer suggestions, and raise questions.
- ◆ Provide administrative support.

RESPONSIBILITY OF THE STAFF LIAISON TO THE COMMITTEE CHAIR

- ◆ Make early contact with the committee chair and provide orientation
- ◆ Ensure that the chair executes his or her administrative duties
- ◆ Maintain contact with the chair
- ◆ Provide administrative support to the committee throughout the year. The level of support should be agreed on by both the chair and staff liaison during the orientation of the chair.
- ◆ Help the chair prepare meeting agendas.
- ◆ Help the chair prepare and distribute reports of committee meetings.
- ◆ Provide on-site support for committee meetings.
- ◆ Help prepare committee reports to the board.

ORIENTATION OF THE CHAIR BY THE STAFF LIAISON

- ◆ Determine the committee's work. Review the committee's charge and goals for the year and link them to the association's strategic plan. Review all ongoing committee projects and programs and the continuing assignments of individual committee members. Develop with the chair a program of work for the year. Identify the level of staff assistance available.
- ◆ Clarify governance issues. Review and clarify the bounds of the committee's activity and authority. Review the association's bylaws and relevant association policies, practices, and procedures that affect the committee. Note where the work of other committees may overlap with or affect the committee.
- ◆ Clarify the chairperson's role and duties, and emphasize the importance of this position (see previous section, Checklists for the Committee Chair).
- ◆ Clarify the role of staff liaison in relation to the chair.
- ◆ Determine the process to be used during the year for handling the committee's work.
- ◆ Provide the following background information: a committee roster (and perhaps the previous year's); minutes of previous committee meetings; background on recent committee activities and accomplishments; and a list of the board of directors, key staff, and other people with whom the chair is likely to interact.

CHECKLISTS FOR THE COMMITTEE CHAIR & STAFF LIAISON

MANAGING THE MEETING ON-SITE

- ◆ The committee chair and staff liaison should arrive early to check room setup and distribute meeting materials
- ◆ They should go over all agenda items before the meeting begins
- ◆ The staff liaison should sit next to the committee chair to ensure that the meeting stays on schedule, that breaks are taken, that all members participate in the discussion, and that the meeting adjourns on time
- ◆ Immediately after adjournment, the chair and staff liaison should meet briefly to agree on what follow-up action are required and who is responsible for them—the chair, staff liaison, or another committee member.

WRITTEN REPORT OF THE COMMITTEE MEETING

- ◆ Include the date, time, and place of meeting. Note the chairperson's name, members present and absent, and other key people in attendance.
- ◆ Note all formal motions and passage or defeat.
- ◆ Note all discussions reached, including motions passed and follow-up actions to be taken, with deadlines for implementation.
- ◆ Include a brief summary of discussions. Do not attribute comments to members, except possibly where formal motions are introduced (attribution for motion is not required).
- ◆ Provide information on the time and place of the next meeting.
- ◆ Although not generally the case, under some circumstances, especially where there are antitrust concerns, legal review of the meeting report may be required before distribution to committee members.
- ◆ Distribute the report to all committee members, including those who did not attend, within three weeks of the meeting.
- ◆ In most instances, meeting reports do not require formal approval by the committee. A good approach is to send the meeting report out immediately after the meeting with a statement to contact the chair or staff liaison if errors are noted.

SAMPLE TIMELINE FOR COMMITTEE WORK

- ◆ June 1: Chair appoints committee members
- ◆ June 15: Staff liaison contacts committee chair and provides orientation
- ◆ July 1: Letter from chair and staff liaison is sent to committee members announcing committee meeting
- ◆ Eight weeks before committee meeting: Announcement of meeting is mailed to committee members
- ◆ Four weeks before committee meeting: Chair and staff liaison develop committee agenda
- ◆ Three weeks before meeting: Staff liaison mails agenda to committee members
- ◆ One week after meeting: Staff liaison mails draft meeting report to chair for his or her approval

SAMPLE REPORT TO THE EXECUTIVE COMMITTEE

Date:

Instructions: The purpose of this report is to bring the Executive Committee up to date on key committee work and to tie all committee work to the strategic plan of the association. Do not exceed one page, front and back. This report is not intended to be exhaustive.

If an individual board member so requests, he or she will be provided the full written reports of the meetings of a specific committee.

1. Committee name:

Chair:

Vice Chair:

Staff Liaison:

Use phrases only in responding to each of the following sections (2-5). In the brackets preceding each phrase, indicate the GOAL number and OBJECTIVE number from the association's strategic plan that ties to the activity (for example, (2;1)). Also, note where activity ties to a specific committee charge.

2. Specific committee charges, goals, and key issues for current year.

()
()
()
()

3. Current year key accomplishments since last report to the board.

()
()
()
()

4. Key accomplishments planned for the balance of year.

()
()
()
()

5. Specific policy recommendations to the board, and/or program changes with significant financial impact.

()
()
()
()

6. Past meeting dates:

Future meeting dates:

Parliamentary Procedure At a Glance

To Do This: (1)	You Say This:	May you interrupt speaker?	Must you be seconded?	Is the motion debatable?	Is the motion amendable?	What vote is required?
Adjourn the meeting (before all business is compete)	"I move that we adjourn."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority vote required
Recess the meeting	"I move that we recess until . . ."	May not interrupt speaker	Must be seconded	Not debatable	Amendable	Majority vote required
Complain about noise, room temperature, etc.	"Point of privilege"	May interrupt speaker	No second needed	Not debatable (2)	Not amendable	No vote required
Suspend further consideration of something	"I move we table it."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority vote required
End debate	"I move the previous question"	May not interrupt speaker	Must be seconded	Debatable	Amendable	2/3 vote required
Postpone consideration of something	"I move we postpone this matter until . . ."	May not interrupt speaker	Must be seconded	Debatable	Amendable	2/3 vote required
Have something studied further	"I mover we refer this matter to a committee."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Amend a motion	"I move that this motion be amended by . . ."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Introduce business (a primary motion)	"I move that . . ."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Object to procedure or to a personal affront (4)	"Point of order"	May interrupt the speaker	No second needed	Not debatable	Not amendable	No vote needed, chair decides
Request information	"Point of information"	If urgent, may interrupt speaker	No second needed	Not debatable	Not amendable	No vote required
Ask for a vote by actual count to verify a voice count	"I call for a division of the house."	May not interrupt speaker (5)	No second needed	Not debatable	Not amendable	No vote required unless someone objects (6)
Object to considering some undiplomatic or improper matter	"I object to consideration of this question."	May interrupt speaker	No second needed	Not debatable	Not amendable	2/3 vote required

To Do This:	You Say This:	May you interrupt speaker?	Must you be seconded?	Is the motion debatable?	Is the motion amendable?	What vote is required?
Take up a matter previously tabled	"I move we take from the table ."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority required
Reconsider something already disposed of	"I move we now (or later) reconsider our action relative to ."	May interrupt speaker	Must be seconded	Debatable if original motion is debatable	Not amendable	Majority required
Consider something out of its scheduled order	"I move we suspend the rules and consider ."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	2/3 vote required
Vote on a ruling by the chair	"I appeal the chair's decision."	May interrupt speaker	Must be seconded	Debatable	Not amendable	Majority in the negative required to reverse chair's decision

1. These motions or points are listed in established order of precedence. When any one of them is pending, you may not introduce another that's listed below it. But you may introduce another that's listed above it.
2. In this case, any resulting motion is debatable.
3. Chair decides.
4. The motions, point and proposals have no established order of precedence. Any one of them may be introduced at any time except when the meeting is considering one of the top three matters listed in the chart (motion to adjourn, motion to recess, point of privilege).
5. But division must be called before another motion is started.
6. Then majority vote is required.

TABLE OF MOTIONS

MOTION	In order when other has the floor	Requires a second	Debatable	Amend-able	Vote Required
<u>PRIVILEGED</u>					
1. Fix for next meeting	No	Yes	No	Yes	Majority
2. Adjourn	No	Yes	No	No	Majority
3. Take a recess	No	Yes	No	Yes	Majority
4. Point of Privilege	Yes	No	No	No	None
5. Call for the Orders of the Day	Yes	No	No	No	None
<u>INCIDENTAL</u> (no priority among these)					
Point of Order	Yes	No	No	No	None
Appeal to the Chair	Yes*	Yes	Yes	No	Majority
Parliamentary Inquiry	Yes*	No	No	No	None
Point of Information	Yes*	No	No	No	None
Division of Assembly	Yes*	No	No	No	None
Close Nominations	No	Yes	No	Yes	2/3
Re-Open Nominations	No	Yes	No	Yes	Majority
Method of Voting	No	Yes	No	Yes	Majority
Request to withdraw a motion	No	No	No	No	Majority
Suspension of Rules	No	Yes	No	No	2/3
Objection to consideration of a Question	Yes*	No	No	No	2/3
<u>SUBSIDIARY</u>					
6. Lay on the table	No	Yes	No	No	Majority
7. Previous Question (close debate)	No	Yes	No	No	2/3
8. Limit-Extend Debate	No	Yes	No	Yes	2/3
9. Postpone to a definite time (special order)	No	Yes	Yes	Yes	Majority
10. Refer to a committee	No	Yes	Yes	Yes	Majority
11. Amendment to the Main Motion	No	Yes	Yes	Yes	Majority
12. Postpone indefinitely	No	Yes	Yes	No	Majority
<u>MAIN MOTION</u>					
<u>RENEWAL</u>					
L. Reconsider	Yes*	Yes	Yes	No	Majority
M. Take from Table	No	Yes	No	No	Majority
N. Repeal	No	Yes	Yes	Yes	2/3
O. Discharge a committee	No	Yes	Yes	Yes	2/3

* Requires speakers permission