

**Association of Desk and Derrick Clubs**  
**LEADERSHIP MANUAL FOR CLUB OFFICERS**

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## I. Leadership

### What is Leadership?

Leadership is a group function. Leaders without followers are simply individuals striking out along a solitary course. Without someone to lead, they are on their own.

Leadership is intentional influence. Influence others toward a common goal and in the same direction.

Leadership is a two-fold process, give and take - action and reaction - stimulus and response. Leaders communicate with their groups, and the groups, in turn, respond to them.

Getting people to work together efficiently and effectively toward a mutually agreed-upon goal is the purpose of leadership. It comes about naturally when the right personality is in the right situation at the right time to do the right job.

Good leadership is the quality which fuses a group into a working unit through which a thought becomes action and an idea can be transformed into an accomplishment. Leadership is a test of personal integrity, of the capacity to mature through increasing awareness of ethical values and spiritual relationships.

### Why is Leadership Necessary?

1. Leadership gets things done. To see this accomplished, leaders must realize that their job is to guide the group, not to run it. A leader must be able to delegate authority and ask for help and ideas so that each member of the organization can feel responsible for the development and successful fruition of a project or activity.

2. Leadership keeps a group together. Leaders need a "positive attitude" which creates a climate of cooperation for success. Good leaders know how to communicate with the group at all levels and practices this art deliberately.

A positive attitude and communication is a two-way street and essential to the well being of the entire Association.

3. Leadership influences others to make decisions. When there is a decision to be made by a group, there are three (3) areas to be considered: facts, feelings, and opinions. A good decision, or the process of reaching a good decision, is generally achieved by compromise, consensus and voting. This dictates that the leader seek facts with the help of the group, and considers the feelings and opinions of members.

4. Leaders allow others to follow. By not "doing it all", but encouraging members to participate creatively, much more can be accomplished, and at the same time future leadership is being developed. We learn by doing. It is this art of developing leadership that enriches an organization and multiplies its effectiveness. A leader can stimulate others to discover and share their talents. We in Desk and Derrick have an obligation to ourselves to see that potential leaders are nurtured and encouraged at the local level, the Regional level and

the Association level, to ensure that a constant supply of qualified and competent individuals is available, as well as utilizing our membership to the fullest.

It is the aim of this manual to provide leaders and potential leaders with the background and knowledge of procedure in general, and ADDC procedure in particular, so they may easily carry out the functions of leadership. With the necessary knowledge of the "mechanics" of our organization, and determination to commit to, communicate with and respect individual members and the group as a whole, ADDC can go far at all levels.

## **II. Duties of Club Officers**

### **PRESIDENT**

The President shall represent the club in all of its affairs; shall preside at all meetings of the club and of the Board of Directors; shall appoint Chairmen of all Standing and Special Committees, subject to the approval of the Board of Directors, and shall be a member ex-officio of all committees except the Nominating Committee. The President shall make an annual report required of this office.

### **FIRST VICE PRESIDENT**

The First Vice President shall assist in the performance of the President's duties; shall generally assist in coordinating the affairs of the club; and shall perform such other duties as are required of the office. In the absence of the President at any meeting of the club or the Board of Directors, the First Vice President shall preside. Some clubs do not have a First Vice President, only a Vice President, in which case these duties apply.

### **SECOND VICE PRESIDENT**

The Second Vice President shall serve as second assistant to the President; shall assist in coordinating the affairs of the club, and shall perform such other duties as are required of the office. In the absence of the President and First Vice President, at any meeting of the club or the Board of Directors, the Second Vice President shall preside. Some clubs do not have a Second Vice President, only a Vice President, in which case these duties apply.

### **SECRETARY**

The Secretary shall keep minutes of all meetings of the club and the Board of Directors, and shall maintain a permanent file of the club. The Secretary shall perform such other duties as may be required of the office.

### **TREASURER**

The Treasurer shall collect and disburse all funds of the club; shall furnish the Board of Directors with a statement of income and expenditures; shall submit the club books for audit at the close of each fiscal year, or as directed by the Board of Directors; and shall submit a written report annually to the members. The Treasurer shall perform such other duties as may be required of the office.

### **IMMEDIATE PAST PRESIDENT**

The Immediate Past President shall serve in an advisory capacity to all members of the Board of Directors and shall perform such duties as may be required of the office. There is only one Immediate Past President - the person who was last President before the present term.

### ASSOCIATION DISTRIBUTION OFFICE

The Association Distribution Office assists officers by maintaining a distribution point from which all Association material flows to member clubs, board members, chairmen, past Association Presidents, etc.

The Association Distribution Office also assists Association officers and Association members by maintaining files, and giving assistance by having available manuals, guidelines, and forms to help individuals to fulfill their responsibilities.

The Association Distribution Office will have a proactive role by creating a monthly newsletter concerning ADO business to be distributed to ADDC membership as directed by the Association President.

### **III. Responsibilities of a Board Member of a Club**

1. Recognize the privilege of serving as a member of the Board of Directors.
2. Accept the obligations of the office to which you were elected, which includes service on the Board of Directors, the administrative body of the club.
3. Be prepared to devote the necessary time to the office.
4. Be able and ready to make intelligent contributions to the Board in all phases of its activity.
5. Know and adhere to the Desk and Derrick purpose, principles, policies and procedures. Members look to the Board for guidance and interpretation of policy.
6. Be informed in all areas of Desk and Derrick activity, and familiar with the work of each committee and officer.
7. Submit reports, meet deadlines, and fulfill assignments promptly.
8. Learn to work in a group and as a group; correlate and coordinate your work with other Board members. Synchronize your committee activities with the work of other committees.
9. Take the initiative and assume responsibility for your own work; suggest, inspire, inform; take the leadership where the leadership is needed.
10. Be constantly aware of your responsibility and opportunity to develop leadership in those with whom you work.
11. Pass on to your successors your files, plans of work, reports and recommendations; be available for counsel and assistance upon request.

12. A good board member strives to create a favorable impression for the club and the Association, and is discreet, tactful, and uses good judgment.

#### **IV. Planning a Board Meeting of a Club**

##### TIME AND LOCATION

The day and time for each monthly meeting must be consistent. This permits the Board members to plan their activities so they can be available to attend.

It is recommended such a day and time be set one week prior to the regularly scheduled monthly club meeting. The time and location should be selected for the convenience of the Board members.

Size of the area in which the club operates is usually an important factor. In cities with a comparatively small business center, noon time at a member's office could be satisfactory. In large cities, having greater distances between offices, a central location during evening hours may be more desirable.

##### AGENDA

Vitality important to the conduct of a successful Board meeting is the agenda. Without an agenda, the meeting would flounder, stray, become disorganized and disrupted.

It is ideal to send a copy of the agenda to each Board member prior to the meeting if possible. The members are then better prepared for discussion, decision and an overall smoother transaction of business. It is also advised that copies of all reports be submitted in writing to the Secretary.

The agenda for the Board meeting should be in the following order:

- Call to Order
- Approval of Minutes of Last Meeting
- Reading of Correspondence
- Treasurer's Report
- Reports:
  - First Vice President
  - Second Vice President
  - Recording Secretary
  - Corresponding Secretary
  - Treasurer
  - Directors
  - Committee reports and recommendations
  - Unfinished Business
  - New Business
  - Adjournment

##### RESPONSIBILITIES

It is the responsibility of the President to initiate the site, time, and date for the monthly board meetings, and to assure that a quorum will be present. Depending on the proximity of the members, the President may solicit their suggestions and/or approval by phone or mail. The President is responsible for the preparation of the agenda, having first requested board members to submit items. The primary responsibilities of all board members are to be present at the board meetings, to be on time, to be informed concerning the business at hand, to secure and present the reports of the committees for which they are board contact, and to maintain an unbiased, unprejudiced spirit of cooperation, keeping in mind that whatever action is taken is for the benefit and well-being of the entire club membership.

## **V. How to Conduct a Board Meeting**

The President, or substitute (normally a Vice President), calls the meeting to order and, after asking the various officers and chairmen of committees to make reports, provides the opportunity for the proper motions to be considered to carry out the necessary work of the club.

When the Board has 12 or fewer members, procedure for a Board meeting is less formal than procedure necessary for a business meeting of the membership. With more than 12 members, a Board or committee follows the regular rules of the assembly.

When motions are being discussed, the President becomes a discussion participant and leader as well as enforcing the rules of procedure.

The presiding officer should be impartial and give all Board members an equal opportunity to express their views.

While rules of debate are more flexible in a meeting of a Board, no member should be permitted to monopolize discussion, and the President should encourage discussion on both sides of an issue. Discussion must be on the pending motion. Board members can help keep the discussion on track by not digressing to another subject before final disposition is made of the motion under discussion.

The President may encourage friendly disagreement so that all points of view are expressed. The President should make all members feel it is important that their ideas are heard.

### **SUGGESTED ORDER OF BUSINESS FOR A MEETING OF A BOARD**

1. Call the meeting to order (on time) with one rap of the gavel.  
"The meeting will please come to order."
2. Approve minutes.  
"Will the Secretary please read the minutes of the previous meeting?"  
"Thank You."  
"Are there any corrections? (Pause) If not, they are approved as read (or as corrected)."
3. Report of Treasurer.  
"Will the Treasurer please present their report?"  
"Thank you. Are there any questions? The report will be filed for audit."
4. Reports of standing committees.

"We shall now hear the reports of standing committees." (Report in order listed in bylaws.)

"Will the membership (etc.) committee please present their report?"

"You have heard the report of the membership committee. Are there any questions?"

Recommendations by committee for action, or for recommendation to the club for approval, are put to vote on motion of reporting member at this time.

5. Reports of special committees. (Report in order of appointment.)  
"Are there any special committees who wish to report?"  
"Are there any questions concerning the report?" Or, if the report includes a recommendation, the chairman should conclude with an appropriate motion which is considered at this time. (A second will not be required.)
6. If there is unfinished business the President will introduce it item by item. (President, confer with the Secretary prior to the meeting to learn of unfinished business.)  
"Under unfinished business, we have ....."
7. New business.  
"Is there any new business?"
8. Adjourn.  
"If there is no further business, and no objection (pause) the meeting is adjourned."  
OR  
"Since there is no further business to come before this meeting, if there is no objection, the meeting is adjourned at (state time)."

## REPORTS

1. A report of a committee has been received when it has been heard. It is not necessary to adopt a motion to receive a committee report.

If the committee proposes action needing approval, the report should be concluded by a suitable motion for such action. Such a motion does not take a second.

The Treasurer's report should be heard; not accepted or approved. Members should be given an opportunity to ask questions about the Treasurer's report, through the Chair. It is the auditor's report at the end of the year that is approved by the club.

2. No one member should dominate or monopolize a meeting. It is part of the responsibility of the chairman to encourage participation to keep the meeting democratic.

3. The President, as chairman of a committee, should not let a meeting last too long.

Close the meeting on a constructive note. Try to reach a decision and make plans for future action before the meeting is adjourned.

Summarize all decisions, and make sure each member understands what is expected as a result of the meeting. Thank everyone who has contributed.

## RULES FOR CONDUCT OF BUSINESS IN COMMITTEES AND BOARDS

(Having no more than 12 members - A larger group follows rules of assembly.)

1. Meet at the call of chairman or any two (2) members, with at least 24 hours notice given.
2. Majority of members must be present to transact business. The President, if an ex-officio member, is not counted toward a quorum.
3. Any member, including committee chairmen (and ex-officio members) may make motions, vote and debate.
4. It is not necessary to rise to make motions, nor do motions need a second in committee meetings, but all motions must be decided by vote (or general consent).
5. There are no limits on debate in committee meetings.
6. Reconsideration in committee:
  - A. No time limit.
  - B. Reconsideration may be moved by anyone not voting on the losing side. A member who was absent from a committee meeting when certain action was taken may move reconsideration, regardless of the time elapsed.
  - C. Two-thirds (2/3) vote, unless all members who voted on the prevailing side are present, or have received due notice of reconsideration.
7. Committee report can contain only that which has been agreed upon by a majority vote at a meeting of which every member was notified, and a quorum present.

"When it is impractical to have a meeting of a committee, in an emergency, the report may contain what is agreed to by every member." ROR 271
8. Only members who agree with the report sign it. The chairman's name is generally listed first (omitting the word "chairman").
9. With the consent of the committee, a chairman may sign alone, in which case, his name is followed by the word "chairman".
10. The words "Respectfully submitted" preceding the signature are no longer necessary.
11. When the report contains specific recommendations of the committee, they should be listed at the end of the report, and their adoption moved by the chairman or the person making the report.
12. The chairman should prepare reports in writing and give a copy to the Secretary to be attached to the minutes.
13. A minority report, containing an expression of views of committee members not agreeing with the committee report is usually allowed by the assembly when such permission is requested. The member presenting the committee report can notify the assembly that

the minority wishes to submit its views in a separate report. As soon as the chair has stated the question on the committee report, he should call for the minority presentation unless someone objects, in which case a majority vote decides the undebatable question. The chair then states, "The question is on the adoption of the committee report, the views of the minority notwithstanding".

## **VI. Planning a Business Meeting of a Club**

### **DUTIES OF THE PRESIDING OFFICER**

The duties of the presiding officer according to RROR (Robert's Rules of Order, Newly Revised) include:

1. To open the meeting at the appointed time by taking the chair and calling the meeting to order, having ascertained that a quorum is present. Only voting members are counted toward a quorum or in ascertaining a quorum.
2. To announce in proper sequence the business that comes before the assembly or becomes in order in accordance with the prescribed order of business, agenda, or program, and with existing orders of the day.
3. To recognize members who are entitled to the floor.
4. To state and to put all questions that legitimately come before the assembly as motions or that otherwise arise in the course of proceedings ... and to announce the result of each vote; or, if a motion that is not in order is made, to rule it out of order.
5. To protect the assembly from obviously frivolous or dilatory motions by refusing to recognize them.
6. To enforce the rules relating to debate and to order decorum within the assembly.
7. To expedite business in every way compatible with the rights of members.
8. To decide all questions of order, subject to appeal, unless, when in doubt, he/she prefers to submit such a question to the assembly for decision.
9. To respond to inquiries of members relating to parliamentary procedure or factual information bearing on the business of the assembly.
10. To authenticate by his/her signature, when necessary, all acts, orders and proceedings of the assembly.
11. To declare the meeting adjourned when the assembly so votes, or - where applicable - at the time prescribed in the program, or at any time in the event of a sudden emergency affecting the safety of those present.

### **HELPFUL HINTS FOR PRESIDING OFFICER**

1. Checklist of items to take to a meeting:

- A. Bylaws.
  - B. Special rules of order.
  - C. Standing rules and/or policies.
  - D. ADDC Bylaws.
  - E. Robert's Rules of Order Newly Revised.
  - F. Pencils and paper.
  - G. Calendar and clock or stop watch.
  - H. Chart of motions.
  - I. Agenda in a notebook.
  - J. List of standing and special committees.
2. Prior to the meeting, study the bylaws and rules which will apply to this meeting. Prepare for unusual parliamentary procedures particular to the agenda. Study the minutes of the last meeting and the minutes of corresponding meetings one or two years ago. Know what number constitutes a quorum. Prepare agenda so that all business may be transacted in the time allotted, mentally walk through the agenda, and confer with others who are participants in the meeting, as well as the parliamentarian.
  3. Practice parliamentary language.
    - "The chair asks that members take their seats."
    - "The chair recognizes Mrs. A"
    - "Next business in order is ...."
  4. For emergency use have in your notebook an invocation, prayer, etc.
  5. Plan ahead what you will wear. Clothes should be comfortable and should not distract. You are more likely to do your best when you look your best.
  6. Appear to be impartial at all times. Never reveal your feelings from the chair. Instead, work ahead of the meeting by informing others of motions or nominations that need to be made and provide them with pertinent information.
  7. Prior to the meeting, make sure that the speaker, program chairman, and you know the exact time allotted to the speaker (including questions and answers). If the agenda is full, when the speaker is introduced, state to the assembly the length of time scheduled for him. If he goes over this time or appears that he will, hand him a note saying, "You have three more minutes". This will allow him to conclude his remarks. If not, stand up beside him, and if he continues, say, "I'm sorry, but we have a very tight schedule...."
  8. Have an aide or Vice President who has no other duty except to assist you.
  9. If a motion is made and you are in doubt as to whether it is in order or not, you may require that the maker put the motion in writing. By the time it is written and brought to the chair, you have bought some time, perhaps having consulted with the bylaws and/or the parliamentarian. Make your ruling with confidence.
  10. When a large number of votes (rising or division) need to be counted, ask those in the affirmative to rise, count off and sit down. Then those in the negative. Start counting with the row or table nearest to you. Announce count of those voting "yes", and those voting "no" before announcing the result of the vote.

11. Prior to a meeting, check the meeting room for seasonal needs and seating. Test the public address system, and practice using the microphone.
12. The presiding officer should stand (except in very small assemblies) while calling the meeting to order and adjourning the meeting; stating a question; putting a question to vote; explaining reasons for ruling on point of order; speaking on an appeal in debate; and answering a parliamentary inquiry or point of information.
13. Keep communication lines open.

The President should remember, just because a particular piece of information is addressed to the President (such as the mailings from the Association Distribution Office), it does not necessarily belong to that officer. Most of the time it is directed to the entire membership of the club. It is sent to the president to be shared with members.

### DO'S OF HOLDING MEETINGS

1. Keep the purpose of the meeting in mind at all times.
2. Know all you can about the people who attend the meeting. Personality problems enter into every phase of group activity.

If a President can learn to recognize potential trouble-makers, she/he is on her/his way to learning how to handle them and to keeping them from disrupting the meeting.

3. Concentrate on keeping the discussion on track.
4. Encourage participation to keep the meeting democratic.
5. Close the meeting on a constructive note. Thank everyone who has contributed.
6. Don't let a meeting last too long.

### THE GAVEL

The gavel, the symbol of authority for a presiding officer, according to RRONR, may be used in three (3) instances during a meeting:

- A. Call to order.
- B. Adjourn.
- C. Call attention to breaches of order by members in the meeting.

In each instance, a single rap of the gavel is sufficient.

## **VII. How to Conduct a Business Meeting**

### CALL TO ORDER

1. Ascertain if a quorum is present.
2. Presiding Officer (usually the President) stands at designated time, taps the gavel once, and says, "The meeting will please come to order".
3. Have available a copy of club bylaws, parliamentary authority (Robert's Rules of Order, Newly Revised), membership list, and a well prepared agenda.

### OPENING CEREMONIES

1. Invocation.
2. National Anthem - optional.
3. Pledge of Allegiance (Make certain there is a flag and that it is properly displayed.) - optional.
4. Other ceremonies as appropriate or customary.

### READING AND APPROVAL OF MINUTES

"The Secretary will please read the minutes of the meeting of \_\_\_\_\_ date \_\_\_\_\_."

1. The Secretary stands to read the minutes.
2. The President asks:

"Are there any corrections to the minutes?" (Not additions or corrections)

"There being none, the minutes stand approved as read."

OR

"If there are no further corrections, the minutes stand approved as corrected."

### CORRESPONDENCE

1. Corresponding Secretary (or Recording Secretary if there is no Corresponding Secretary) will read the communications received.
2. Long letters may be synopsisized and given as a report of correspondence received.
3. Read name of writer first. Correspondence requiring club action should be followed by an appropriate motion for such action to be taken at this time.

### REPORT OF OFFICERS

Officers normally report only at annual meetings. If they have been assigned special tasks or have other matters to report, they report in order of rank.

## TREASURER'S REPORT

1. A brief financial statement is given at regular meetings. It is helpful to give the President and Secretary a copy.
2. A full Treasurer's report is given at the annual meeting, and it is a good practice to have copies of the report available for all members.
3. No action is taken on the report of the Treasurer.

"This report has been read for your information and will be placed on file for audit."

## AUDITOR'S REPORT (At Annual Meeting Only)

When the auditors report, they do so immediately following the treasurer's annual report.

"The question is on the adoption of the report of the auditors."

## BOARD OF DIRECTORS REPORT

1. The Secretary will read the report of the board of directors.
2. If the Board of Directors report concludes with recommendations, they should be acted upon at this time.
3. Each recommendation should be acted upon individually.

"The question is on the first recommendation of the Board that ----." (no second is necessary).

## COMMITTEE REPORTS

1. The President should check before the meeting to learn which committee chairmen have reports to be given.
2. Order of Reports:
  - A. Standing Committee Reports - as listed in bylaws.
  - B. Special Committee Reports - in order of appointment.  
Only those special committees that are prepared, or were instructed to report on matters referred, should be called on.
3. No action is necessary to "receive" reports. Once they have been heard, they have been received.
4. If a committee desires certain actions, the reporting member of the committee should make the recommendations at the end of the report and move their adoption. No second is necessary and action is taken at that time. Recommendations which are adopted become effective immediately, unless the motion provides for another time.

## SPECIAL ORDERS

Matters which have previously been assigned a type of special priority, or matters that the bylaws require to be considered at a particular meeting (as elections), are special orders to be considered under this heading.

## UNFINISHED BUSINESS AND GENERAL ORDERS

1. The President should not ask, "Is there any old business?" If there is not, say, "There is no unfinished business."
2. The President and/or the Secretary should have a record of unfinished business on the agenda, if any, and it should be presented for consideration at this time.

"Under Unfinished Business (or General Orders) is the motion relating to \_\_\_\_\_, which was pending when the last meeting adjourned. The question is on the adoption of the motion, that (state motion)."

3. Unfinished Business includes:
  - A. Business postponed from the previous meeting.
  - B. Business on which action was not completed at the previous meeting.

NOTE: This does not refer to tabled motions. It is not the President's duty to take motions from the table. Any club member can take a motion from the table at any time under Unfinished or New Business, or at any time in the meeting when no motion is pending.

Tabled motions must be taken from the table at the next club meeting (which must be within three (3) months) or the motion automatically dies.

## NEW BUSINESS

Before business can be acted upon, it must be presented to the group in the form of a motion or resolution with an appropriate second when required.

"Is there any New Business?"

## PROGRAM

1. The President presents the program chairman, who will present the program. The President does not turn the meeting over to the program chairman.
2. The person introducing the program speaker, and the President, should both thank the speaker for giving the program.
3. The rules may be suspended by General Consent (or a 2/3 vote) to have the program at any time in a particular meeting.

"If there is no objection, the program will be presented immediately after the approval of minutes to allow the speaker to make his next appointment. (Pause) The program chairman will present the speaker."

## ANNOUNCEMENTS

The President announces the next meeting and any other important matters, and asks if there are announcements others wish to make.

## ADJOURNMENT

1. The meeting should be adjourned after the program so the President can remain in control of the meeting the entire time, if necessary.
2. The motion to adjourn can be assumed or come as a result of the motion of a member:  
  
"I move the meeting be adjourned."  
  
"All in favor of adjournment say 'aye' - those opposed 'no'."  
  
"The motion carries and the meeting is adjourned." (majority vote).  
  
"If there is no further business and no objection, (pause) the meeting is adjourned."  
One final tap of the gavel.

## **VIII. Motions**

1. A motion should be made and seconded before discussion begins.
2. Only one main motion may be considered at a time.
3. A main motion is one that brings a new item of business before the group for action. It is the lowest ranking motion.
4. Privileged motions involve an immediate action; recess, adjourn, point of information, etc. They are the highest ranking motions and are not debatable.
5. Subsidiary motions are motions to change, postpone or temporarily or permanently dispose of other motions. They rank below privileged motions and above a main motion.
6. Incidental motions pertain to the method of conduction of business, that is, method of voting, nominating, point of order, and appeal. They must be disposed of before the motion out of which they came is considered.
7. Before the motion is stated by the chair, a motion may be changed without a formal amendment. This may be done by asking permission of the maker of the motion to restate the motion to reflect the suggested change. If the maker agrees and no one objects, the motion is thus changed informally. After being stated by the chair, general consent or majority vote permits the change.

8. If a motion to amend is made and seconded, it must be voted before the vote is taken on the motion it seeks to amend.
9. A motion to reconsider must be made by one who voted on the prevailing side when the original motion was voted.

The motion to reconsider must be made on the day the original vote was taken or the next calendar day. Reconsider is in order as long as no action was taken as a result of the motion. It requires a majority vote to adopt the motion to reconsider.

Adoption of reconsider wipes out the vote on a motion. Discussion is on the reconsidered motion and second vote is taken on its adoption.

## **IX. Worksheet on Minutes**

Type of Meeting:

Business Meeting  
Board Meeting  
Special Meeting

Date:

Time:

Place:

Presiding Officer:

Secretary:

### Business Meeting

Number of voting and non-voting members present \_\_\_\_\_.

### Board Meeting

List names of Board members present.  
Other persons present.

### Minutes

Business Meeting date.  
Approved.  
Corrected (include specific corrections).

Board/Special Meeting date.  
Approved.  
Corrected (include corrections).

## Reports

Treasurer reported a \$ \_\_\_\_\_ balance in all funds as of \_\_\_\_\_.

Corresponding Secretary read.

- A.
- B.
- C.

Board recommendations read by \_\_\_\_\_.

- A. Carried \_\_\_\_\_ Lost \_\_\_\_\_.
- B. Carried \_\_\_\_\_ Lost \_\_\_\_\_.
- C. Carried \_\_\_\_\_ Lost \_\_\_\_\_.

## Standing Committees

Secretary should note items on which action is taken or which should be a part of the permanent records only.

## Special Committees

## Unfinished Business

- A. Moved by  
Carried  
Defeated
- B. Moved by  
Carried  
Defeated

## New Business

- A. Moved by  
Carried  
Defeated
- B. All notices of motions - as notice of proposed amendments to bylaws, or motion to rescind.

## Program

The name of speaker and program topic may be given, but no attempt should be made to summarize the program.

## Time of Adjournment

Signed

(s) Margie Doe, Secretary  
(Mrs. Don B. Doe)

## BOARD MEETING (Sample Minutes)

The Board Meeting of the Desk and Derrick Club of \_\_\_\_\_ (name) \_\_\_\_\_ was held at \_\_\_ (time) \_\_\_ on \_\_\_ (day, month and year) \_\_\_ at the \_\_\_\_\_ (place) \_\_\_\_\_. \_\_\_\_\_, President and \_\_\_\_\_ served as Secretary.

Board members present - list.  
A quorum was present.

### Minutes

The minutes of the meeting of \_\_\_\_\_ (date) \_\_\_\_\_ were read by Secretary \_\_\_\_\_ (name) \_\_\_\_\_ and approved (or approved as corrected).

### Treasurer's Report

The Treasurer, \_\_\_\_\_ (name) \_\_\_\_\_, reported balance on hand  
As follows: \_\_\_\_\_.

A detailed report is attached and is made a part of these minutes, and filed for audit.

NOTE: The Treasurer's report is filed for audit.

If the club does not have an approved budget, the following must be done:

Upon motion of \_\_\_\_\_ (name) \_\_\_\_\_, seconded and carried, the following bills are approved for payment.

If the club does have a budget and items for payment are within budgeted amounts, only a listing of bills to be paid is given.

If an item not covered in the budget is requested, it may be necessary to have both Board recommendation for payment and membership approval.

### Correspondence

The following correspondence was read and action taken as indicated.

### Committee Reports

Any vote taken on recommendations is recorded in the minutes of the Board of Directors.

### Unfinished Business

Any action taken on unfinished business is recorded in the minutes.

### New Business

Record action only.

Adjournment

There being no further business, the meeting was adjourned at \_\_\_ (time) \_\_\_.

(s) Margie B. Doe  
Recording Secretary

Approved: \_\_\_\_\_ (initials of Secretary)

Date: \_\_\_\_\_

NOTE: Minutes should be short and concise, reporting action only.

The minutes are the legal record as well as part of the history of the club and should be accurate, neat and maintained as a permanent record.

BUSINESS MEETING (Sample Minutes)

The Business Meeting of Desk and Derrick Club of \_\_\_\_\_ (name) \_\_\_\_\_ was held at \_\_\_ (time) \_\_\_ on \_\_\_ (day, month and year) \_\_\_ at the \_\_\_\_\_ (place) \_\_\_\_\_.

The meeting was called to order by President \_\_\_\_\_ (name) \_\_\_\_\_ at \_\_\_\_\_(time) \_\_\_\_\_.

There were \_\_\_\_\_ voting members and \_\_\_\_\_ non-voting members in attendance for a total membership of \_\_\_\_\_. A quorum was present.

Minutes

The minutes of the meeting of \_\_\_ (date) \_\_\_ were read by the Secretary and were approved as read (or approved as corrected).

Treasurer's Report

Treasurer, \_\_\_\_\_ (name) \_\_\_\_\_, presented the report for the period ended \_\_\_ (day, month and year) \_\_\_, reflecting a balance of \_\_\_\_\_.

The report was filed for audit.

Correspondence

The following correspondence was read by the Corresponding Secretary, \_\_\_ (name) \_\_\_.

- A. Brief - who (what and when only if important).
- B.
- C.

Committee Reports

- A.
- B.
- C.

Unfinished Business

- A.
- B.
- C.

New Business

Motions in the form in which they were finally adopted. Notices given - as notice to amend bylaws or rescind.

Program

Program Chairman presented the speaker \_\_\_\_\_ (name) \_\_\_\_\_, topic \_\_\_\_\_ (title) \_\_\_\_\_.

Do not give a recap of the program in the minutes.

Adjournment

The meeting was adjourned at \_\_\_ (time) \_\_\_.

(s) Margie B. Doe  
Recording Secretary

Approval: \_\_\_\_\_ (initials of Secretary)  
Date: \_\_\_\_\_

NOTE: Record motions only. Do not include motions that were lost for lack of a second or withdrawn.

To report a vote:

17 members voted in favor of the motion and  
22 members voted against the motion.  
Motion defeated.

## Foreword

In 1981, ADDC President Polly Holden asked Dixie Lee, 1978 ADDC President, to Chair the ADDC Officer Training Committee. Their mission was to compile a Leadership Manual for Association Officers. Serving on the committee with Dixie Lee were:

Mary Lee Turner	Regions I and II
Mary Elizabeth Pav	Regions III and IV
Carolyn "Pete" Minnerly	Regions V and VI
Frances King	Regions VII and VIII

A draft of the manual was prepared by this committee and was forwarded to the Board for comments.

Changes over the years left the project on hold. In 1989 it was decided that the Leadership Manual would be prepared for use by Club Officers rather than Association Officers because Association Officers have a Procedures Manual to use as a guide.

Revisions and additions were compiled and put together by Margie McCall, 1989 Leadership Training Committee Chairman, Farmington Club, Region V, and Suzanna Johnson, 1989 ADDC Parliamentarian, Midland Club, Region V, and this Leadership Manual for Club Officers is the result of their efforts.