



Altrusa International, Inc. Club President's Handbook

July 15, 2016

ACKNOWLEDGMENTS

Many hands went into the 2016 revision of the *Club President's Handbook*. It has truly been a team effort. We express our sincerest appreciation to:

Beth Blair and Maureen McGough, International Leadership Development and Training Committee Vice Chair and committee member, who took the lead on this revision;
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We extend a special note of appreciation to Maxine Durst and all who helped her research and construct the original handbook. Additionally, the 2011-2013 biennium committee leadership revised major sections of the document to reflect the rebranding of our organization.

This has been a thorough revision, which shortened the manual from 241 pages to less than 60. Stand-alone information that may be useful to those who aren't presidents has been added to the International website under Leadership Committee, then resources. We've also added direct links to other resources to avoid repeating material and to keep this manual up to date.

Please let us know if you notice anything that needs to be changed. We hope that every Club utilizes the many resources in this book and finds the information valuable.

In Altrusa Service,
Bev Herzog and Beth Blair, Chair/Vice Chair
Laure Bruner, Chris DeVlieger, Laure Bruner, and Maureen McGough, International Leadership Development and Training Committee

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

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Introduction

Congratulations on being chosen by your Altrusa peers to lead your local Club! Serving Altrusa as a Club president is a special honor and a chance to leave a legacy. This handbook will show you how.

If you have received a previous version of this handbook, you might notice that it has changed dramatically. Our aim in developing this new edition was to provide you with inspiration and a framework for planning your term as president. Practical tools like checklists and other forms are all available on the Altrusa International website and are listed in the Resources chapter. This Introduction chapter is a brief overview of more in-depth topics throughout the rest of the manual. We've also included an index so you can find what you need quickly.

We wish you the very best on your leadership journey.

What Is a Club President?

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

As the Club's top officer, the president holds the Club's most challenging position. At the same time, the office of Club president offers the most reward as it is the office most able to move the Club forward. With the help of the board and chairmen, the president can help the membership attain exciting new service achievements and gain greater community recognition for the Club. In addition, presidents develop leadership skills that are needed and drawn upon by the District when slating officers and appointing committee chairs and by International when making committee appointments. These leadership skills, developed in a supportive environment, can be transferred to Altrusans' professional and personal lives.

As Club president, you should be ready to

- Demonstrate your knowledge of the goals of Altrusa at the local, District, and International levels.
- Access and use available resources to assist with decision-making and problem-solving.
- Work with others to develop a clear vision of future success for your Club, and to inspire and empower others to make that vision happen.
- Bring out the best in people by assigning them roles that correspond to both their skills and their passion.

And you should have developed some management and people skills as well, including

- Organizational skills that will help you plan Club meetings and prepare agendas well in advance.
- Enthusiasm and engagement skills to keep your members interested in the Club's activities.
- Sincerity to ensure that you believe deeply in the mission and members of your Club.

A President's Basic Responsibilities

Your members, board, District, and International all depend on you. Strive to provide the best service you can to each. In broad strokes, your responsibilities are listed below. The rest of this handbook will help you with the finer points.

Try to be available for all Club functions—service projects, fundraisers, committee meetings, etc. If you cannot attend, ask the president-elect or another officer to go in your place.

President's Responsibilities to the Club and Its Members

- **Assume the leadership role of president.** Every group needs a leader. Be prepared to maintain order, to make final decisions, and to set the vision for the direction your Club is heading.

- **Prepare a written agenda for all Club meetings.** Being prepared for each meeting will involve verifying members' roles on the agenda and making sure all arrangements are in place well before the event. Sure, many things may be delegated (and should be), but the ultimate responsibility is yours.
- **Preside with enthusiasm at meetings.** Put your best foot forward, keeping in mind that your attitude as the leader of the organization is reflective of the group as a whole.
- **Express appreciation for Club achievements.** Everyone deserves recognition for a job well done, especially if they are fulfilling the goals you set for the Club. Celebrate often, and make sure every individual is recognized for his or her efforts.
- **Follow approved parliamentary procedure.** Maintaining order at meetings is of utmost importance.
- **Implement and annually update your Club's long-range strategic plan.** This tool lays out goals and strategies that are designed to help your Club grow and flourish. Pattern your Club plan after the goals in both the International and District strategic plans, and diligently work to fulfill as many as you can.
- **Share District and International communications with all members.** Many of your members who have emails on file with International will receive communication, but your Club meetings present a great forum for discussion.
- **Oversee the proper functioning of Club committees.** The members you appoint to serve as your committee chairs will be your right-hand partners in carrying out the vision you have formed for your Club. Be sure they are functioning well, and give them the resources they need.
- **Serve as the Club's community representative.** Make a point to attend functions where Altrusa should be represented, or appoint another member to serve as the Club's representative.
- **Complete any requests and reports from International and District in a timely manner.** This includes, perhaps most importantly, the Club Activity Report (CAR). The CAR will be available for online completion at the end of your term. Your Club could be eligible for the Distinguished Club Award, so be sure to complete the report! The CAR is also a great tool to help you evaluate your club's strengths and show you where you could do better.

Are your members aware that they may attend Board meetings? Make them all feel welcome.

President's Responsibilities to the Board of Directors

- **Prepare an agenda for board meetings and advance a copy to every board member.**
- **Preside at board meetings, following approved parliamentary procedure and allowing time for full discussion of business.**
- **Give advance notice of business to be considered by the Club, especially when the bylaws so specify or when a controversial topic is on the agenda.**

President's Responsibilities to the District

- **Fully utilize the resources offered by the District governor, officers, and committee chairs.** Put your Club committees in touch with their District counterparts and encourage them to work together to brainstorm ideas and solve problems. Invite your District board and program team to special events like fund-raisers and membership events.
- **Plan to attend and work to have the Club's full delegation of representatives attend District Conference.** Set a goal for every Club member to attend Conference, for it is there where members can get inspired for the Club year ahead.
- **Ensure that the Club submits entries for District award competitions.** Give your project and committee chairs fair warning that you want to submit entries for every award, and follow up diligently. Regardless of whether you want to be recognized on the District and International levels, award entries help *all* Clubs by sharing best practices and helping make your project better. Remember that a first place award for some of the awards brings the club a monetary prize of U\$S100.
- **Direct the arrangements for the official visit of the District representative.**

Answer all mail and email promptly, even if it's an "I'm really busy, but I will get back with you soon" message.

President's Responsibilities to International

- **Keep members "thinking International" by raising their sights to the scope of their membership.**
- **Relay any International news, including bylaw or policy changes and other International board or Foundation decisions, to the Club membership.** You will from time to time receive correspondence from International and the International Foundation. Be sure to share this news with your members to keep them interested and informed about what is happening at our organization's highest levels.
- **Work to have the Club's full delegation of representation attend International Convention.**

Tools and Resources

You are not expected to magically know everything the moment you accept your oath of office on installation night. In addition to this handbook, the tools and resources below will be handy to keep close when making decisions for your Club.

- **Altrusa International Resource Guide** is a comprehensive guide to everything Altrusa. It was compiled for new members as they begin their Altrusa journey, but it's a good idea to review periodically.
(<http://members.altrusa.org/Publications/Manuals.aspx>)
- **Altrusa International Official Bylaws** contain International, District and Club bylaws. Bylaws are reviewed and recommended for amendment as necessary by the International Board of Directors in each biennium. Any recommended changes are voted on by the Delegates to the International Convention and subsequently published on the International Website.
(<http://members.altrusa.org/Committees/StandingCommittees/BylawsResolutionsandRecommendations/Resources.aspx>)
- **Altrusa International Official Policies** contain Policies to be used at all levels of the organization, International, Districts and Clubs; they are reviewed and amended by the International Board of Directors during the course of the biennium. Have this document available at all Club meetings, and don't be afraid to refer to it.
(<http://members.altrusa.org/Committees/StandingCommittees/BylawsResolutionsandRecommendations/Resources.aspx>)
- **Point of Order** is a booklet containing the basics of parliamentary procedure.
(<http://members.altrusa.org/Publications/Manuals.aspx>)
- **District Service Bulletin**, usually published quarterly, keeps members informed concerning matters in your District. Be sure your members each receive a copy, and go over important news at your meetings so no one misses anything.
(<http://members.altrusa.org/Publications/ClubNewsletters.aspx>)
- **The Altrusa Compass** is distributed to all Altrusans, giving quick updates of what is happening at the International level. Make sure all members receive it.
(http://members.altrusa.org/Publications/Altrusa_Compass.aspx)
- **The International Altrusan** is published once a biennium, just before the International Convention. The issue contains the names of candidates for office and serves as the 60-day notification of Bylaws changes to be presented for a vote by Delegates to the Convention.
(<http://members.altrusa.org/Publications/InternationalAltrusan.aspx>)
- **Club History** is a compilation of the Club's achievements and activities for each year of its existence. If your Club is not keeping a history, consider starting one now!
- **Brochures** are great resources for recruitment and general information. There are brochures available on Altrusa International, the Foundation, and ASTRA.
(<http://members.altrusa.org/Publications/NewMemberToolKit.aspx>)

- **Altrusa website** allows members to access forms and other information online about International. Your Club's website may also reside on this site.
(<http://altrusa.org/Who-We-Are.aspx>)
- **Doc Morgan website and catalog** is the licensed outlet for purchasing Altrusa-branded materials and jewelry, including member pins.
(www.docmorgan.com or www.altrusastore.com)
- **President's Monthly Checklist** is a month-by-month account of local, District, and International dates to remember. It can be downloaded and tailored to include dates that are important to your Club.
(<http://members.altrusa.org/Publications/Manuals.aspx>)

Be sure you have a login to the International website; if you do not, contact International to get one.

Before You Take Office

There are lots of things to do before installation night. In fact, you can't start preparing soon enough. As soon as you are elected president (or president-elect), start your planning. Think about such things as

- Selecting the right club members to fill committee chair roles and special appointments like parliamentarian, BRR chair, and other roles traditionally selected by the president in your Club. Make a list, and start asking members if they will serve in those roles.
- Updating the Club's long-range strategic plan to correspond with those of International and District, as well as your personal goals for the Club. Some Clubs traditionally place the president-elect (or the incoming president, whatever office that might be) as chair of the strategic plan committee the year before she or he takes office.
- Attending the incoming presidents workshop at District conference, and reviewing all the Altrusa literature you can.
- Writing down your vision and goals for the Club. Think big!
- Creating a master calendar of events and milestones for your personal reference. Download the president's monthly checklist from the Club Presidents' Handbook Resources online appendix and adjust it to suit your needs.

Chapter One: Leadership

As the person elected to be the top official in your Altrusa Club, your members have already singled you out as a leader. Of course, everyone can improve on leadership skills, and that only makes the organization stronger! This short chapter will provide some things to think about as you hone your leadership skills.

Successful leaders have been shown to exhibit six specific actions:

- **They promote a vision.** Followers need a clear idea of where you're leading them, and they need to understand why that goal is valuable to them. Your role as a leader is to provide that vision.
- **They make others feel important.** If your goals and decisions are self-centered, followers will lose their enthusiasm quickly. Emphasize their strengths and contributions, not your own.
- **They follow the Golden Rule.** Treat your followers the way you enjoy being treated. An abusive leader attracts few loyal followers.
- **They admit mistakes.** If people suspect that you're covering up your own errors, they'll hide their mistakes, too, and you'll lack valuable information for making decisions.
- **They give credit, praise in public and criticize others only in private.** Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.
- **Stay close to the action.** Be visible to members of your organization. Talk to people, observe other organizations, ask questions, and observe how other groups do business. Often you will gain new insights into your work and find new opportunities for motivating your members.

These basic tenets of leadership are a foundation for good relations and getting results. Drilling down to more specific leadership skills, one might find that certain areas need work. Don't worry; we all have those. No leader is perfect in all these skills, but ones who continually strive to improve are those who will earn the respect of their members and who will see the best results!

Vision. An effective leader knows that it takes a vision and a plan to see it to fruition. Vision animates, inspires, and transforms purpose into action, and planning is essential for a vision to become reality. As an Altrusa leader, you must assist the members in developing plans for your group.

Commitment. Commitment is central to the volunteer experience. It is shaped by a person's values and beliefs. In Altrusa, commitment is as important to the members as it is to the leaders. Let your members see your commitment to Altrusa, and encourage them to experience that same deep sense of commitment. Plan and develop programs that draw on members' commitment and deepen it at the same time.

Communication. Leadership calls for clear, concise communication about goals, performance, expectations, and feedback. It is a two-way exchange. Effective leaders use supportive communication to nurture group members and bring out their best. Be supportive in your method of communication. It will pay off tenfold as you see your members become effective leaders.

Education. Educating oneself and Club members is essential to successful leadership. As Altrusans, personal development is one of the primary goals in our long-range strategic plan. As Club president, you can continue your education by studying Altrusa literature and consulting Altrusa mentors—those who have held the office before you. You also can inspire education among your members by encouraging attendance at all Club events, including board meetings, as well as District conferences and workshops and International conventions.

Inspiration. The nerve center of leadership is inspiration. Without the ability to inspire, a leader has very little influence with the membership. A *good* leader inspires others to have confidence in her or him; a *great* leader inspires members to have confidence in themselves.

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

Listening. Listening is an exploration involving both the speaker and the listener. Follow this formula to become a more effective listener: Receive the message. Interpret the message. Evaluate the message. Respond to the message.

Participation. Participation is a fundamental rule of successful leadership. In Altrusa, it is important that the Club president participate in District and International events, attend Club fundraisers and service projects, and stay abreast of committee procedures, as well as facilitate Club meetings. Members want and appreciate it when their leaders work side by side with them.

Trustworthiness. Trustworthiness is absolutely imperative to a leader. Altrusans must know that their leader will do what is promised and that their leader has credibility. Your Club members must be able to say that their president is honest, ethical, and trustworthy. Without those key character traits, it is difficult for members to have respect for the leader.

Evaluation. The successful leader assesses constantly and offers the membership an opportunity to evaluate Club progress. She or he analyzes personal performance against planned objectives; performance of officers and chairmen; and the success of the Club in achieving Club, District, and International goals, and offers the opportunity for every Altrusan to do the same.

Recognition. Recognizing all members for a job well done is critical to effective leadership. Extrinsic recognition may include notes and phone calls, public acknowledgment, a mention in the Club newsletter, or a one-to-one pat on the back. The intrinsic rewards a member receives from being recognized may include feeling useful, using their special skills and talents, feeling needed and wanted, experiencing personal growth, and being acknowledged as a part of the team.

Team-Building. Altrusa attempts to do everything by team. An effective leader builds a team by having a common purpose or mission, establishing ground rules for team behavior, using conflict in a positive way, ensuring tasks are evenly delegated and shared, recognizing individual differences and involving everyone, and showing appreciation and giving public recognition to the team.

Volunteers Have Needs

Altrusans can be challenged, inspired, and educated by exercising their right to volunteer. As leaders, it is important to be aware of the needs of our members, to listen to their viewpoints, and to create an environment that will inspire and challenge. Among the needs of volunteers are:

- To feel like they are making a difference in their club and/or community.
- To be valued as an equal member of the team.
- To be informed of the activities of the organization and its leaders.
- To be challenged with opportunities to use their skills and measure them against those of others.
- To be trusted to complete assignments using their skills and judgment.
- To understand the priorities and the task at hand.
- To get and give feedback.
- To be given recognition when earned.

Solving Problems

No matter how good a leader is in her or his role, problems will inevitably arise. As the top official in the Club, the buck stops with you to find workable solutions to problems when they cannot be fixed at the member, committee, or board level.

To tackle a problem, first work to understand it. Problem-solving is not easy. Barriers to effective problem-solving can include everything from communication to attitude. Here is an overview of some barriers and their potential solutions.

Barrier to Problem-Solving	What the Club President Can Do to Help
Failure to define the problem	Talk to those directly involved in the problem—don't assume you know the "real" issue. Step away from the problem and think through to the underlying issue.
Little or no training in problem-solving	In the long-term, read a book or take a class. In the short-term, seek advice from a trusted mentor.
Prejudices	As a representative of the Club and all its members, remember that you are impartial always.
Jumping to conclusions	Take your time; nothing is so immediate that you have no time to weigh all the possibilities.
Lack of proper information	Be sure to get all the facts from all the players; don't leave out anyone's point of view. Use the resources available to you to help you interpret the right solution.
Failure to listen	Without listening, one misses important information needed to make the best decision. Focus on what is being said so you can correctly interpret the situation.
Ignoring problems rather than confronting them	Understand that a problem will not work itself out. It needs your help.
Seeking short-range solutions only	Make sure the problem is solved sufficiently for those who might be facing similar situations after you.
Lack of objectivity—too much subjectivity	Remember, you represent all Club members. Be fair, honest, and objective at all times.
Reluctance to admit shortcomings	Ask for help when you need it. Employing a trusted mentor for advice is a good first step.
Lack of self-confidence—fear of failure	Don't worry. Nothing apocalyptic will come out of any decision that is made. Being a leader means constant learning. Remember that your club wants you to succeed and ask for help as needed.
Overuse of pet approach or technique	Recognize this type of situation when you seem to have hit a wall. Have an open mind and practice a new technique.
Reluctance to make decisions—inability to decide	Remember your role as leader of the Club. Make a decision based on your best judgment and move on.

When a problem of any kind presents itself, it's time for you to spring into action. A simple, seven-step approach to problem solving might help:

1. Clearly define the problem.
2. Gather the information needed to solve the problem; don't jump to conclusions.
3. Interpret the information; ask what it means.
4. Develop solutions.

5. Select the best practical solution.
6. Put the solution into effect.
7. Evaluate the effectiveness of the solution.

Leadership Evaluation Exercise

Evaluate your Club's effort toward effective leadership by taking this quiz. Rate each question by checking the box under "OK" or "Needs Help" to determine the areas your Club could use a little work. The challenge for you is to address those "Needs Help" issues, perhaps in a workshop with club members or in a newsletter article or a simple email.

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

Chapter Two: Planning and Evaluating

Nothing can be more important than putting a viable plan in place *before* starting a new Club year. From updating your long-range strategic plan; to assigning the right people to the right roles; to preparing a year's worth of service projects, fund-raisers, and programs; to making sure the budget will accommodate everything, and incoming president has a lot of preliminary planning to make sure the year starts on the right foot.

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

There are a few things to keep in mind when planning.

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

Setting a Vision for Success

Possibly the most important thing you can do in planning to be president of your Club is to set a vision of where you want the Club to be at the end of the year. Members should all share the same vision—the same picture of success. You form a vision by thinking: Think ahead, think big, and think positive!

In **Think AHEAD**, you will write down all your dreams for the Club. When you think of the finish line, what do you want Altrusa to look like from where you are? What's your wish? For your Club to regain charter strength? To charter a new Club? To serve 1 million people in service? What is it?

Don't write down anything that you're not passionate about, because it's not about drudgery. It's about making your dreams come true. So what's your dream?

Then start to **Think BIG**. When you start to finalize your vision and break it up in to little bites—your goals—scrutinize every point. Don't be afraid to write down what you really want. And once you've gotten everything written down, there's one thing you shouldn't forget: You have to make a commitment to it. It's not going to happen by itself. But the good news is that you're chasing your passion, so it's going to be FUN.

Re-read your initial goals, then make them bigger.

And lastly, **Think POSITIVE**. You've polished your goals. You're committed to the vision. Now, you're ready to make it happen. Start by sharing your vision with your Club members. When you transfer your personal vision to the members of your club, it works the same way as when you created your own vision. Being positive helps them catch it.

Thinking positive is a nuance that takes practice. Negativity is much easier. It's comforting to commiserate with coworkers, friends, even the nice lady next to you in line at the grocery store. I've got so much work to do, I'll never get done. That woman is so annoying! Can this checker go any slower? We've all done it. But if you stop and really think about it, who wants to follow Negative Nelly?

Remember, you set the vision for the HIGHER GOOD. It's everyone's win. Be sure to celebrate with everyone, because that perpetuates the success. People will want to continue the momentum. They will be inspired, excited, and engaged.

Tell yourself what do to in order to stay positive—and to keep that positivity visible to everybody—whether it’s to post an inspirational poem on your Facebook page every day or to write personal thank-you notes or birthday cards to members in your club as an encouragement.

Little things add up, but don’t forget the bigger things. Remind yourself that **NEGATIVITY IS NOT AN OPTION**. Train yourself to say “Yes we can” instead of “No, we can’t.” Remind yourself that where there is a will, there is a way. Remind yourself that looking for alternate solutions is going to be part of the journey, and it’s going to be **FUN** when you start seeing results. And remind yourself to celebrate the milestones!

Remind yourself to take some time to envision what success looks like.

Evaluating and Updating the Long Range Strategic Plan

In order to sustain growth and success, all Altrusa Clubs should develop and adhere to a long range strategic plan (LRSP). Developing your Club’s LRSP is an investment in future success. Every Altrusa Club president should have at her or his fingertips a copy of the International LRSP and the Long Range Strategic Planning Manual.

(<http://members.altrusa.org/Committees/SpecialCommitteesandTaskForces/LRSPCommittee/Resources.aspx>)

Strategic planning has enormous benefits. Through strategic planning, an Altrusa Club can:

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

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

Goals and Objectives

Developing goals and objectives is key in planning. The difference between the two is in detail. Goals are broad; whereas objectives must indicate what is to be done, by when, and be measurable. The hardest part usually is getting the measurable part into the statement. Terms such as “encourage” are not measurable. Objectives must be specific and begin with an action verb. As an Altrusa leader, you will want to know if the plans your board of directors and committees are developing stay within the guidelines of good goal statements and objectives.

Creating a Club Annual Operating Plan

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

The incoming president needs to begin thinking about:

- **Vision**—hopes and dreams for the next year.
- **The strategic plan**—if your Club has one, what does it indicate should be accomplished during the next year? Highlight for the committee chairs portions of the strategic plan that affect their committee. If you don’t have a strategic plan, you should develop one.
- **Committee chairs**—who are the best members for the positions?

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

- **Commitment by outgoing and incoming presidents.** They must work together on this. The outgoing president must make sure it is accomplished, whereas, the incoming president coordinates the effort.
- **Prior planning.** Set the date way in advance. In order to have all aspects of Club work in place and ready for new officers and committee chairs at the time of installation, April is usually a good month to conduct a retreat. New committee chairs should have been appointed, and the previous year's Club work is winding down.
- **Total Club involvement.** All Club members must be invited to participate. Remember, commitment is achieved when everyone has an opportunity to express and define her or his choice.
- **Thorough evaluation.** The retreat should offer the opportunity to study the last year's programs, review the Club strategic plan, and determine direction for the next year.

Midyear Evaluations

Midyear reviews are essential to Altrusa Clubs. They advise the board of directors and committee chairs as to the areas of Club work that are giving members the most satisfaction. The midyear evaluation should include a review of the Club's strategic plan as well as its overall operations.

Community Needs Assessments

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

Conduct a situational assessment. A situational assessment is a taking stock of your Club as it is today. Tally how many members you have, how many members are absent for part of the year, and how many are active year-round. List the specific talents each member possesses. Review the community service projects your Club is currently involved in. List the pluses and minuses of each project, estimate how many people each project is helping, estimate how many hours of service each project requires, and estimate how much money the Club has put into each, both straight-out-of-pocket monies and Club monies.

Conduct an external environmental assessment. The community you serve does not remain static; new needs and challenges arise over time. Clubs need to respond to today's needs and prepare for tomorrow's challenges. You will want to examine them to any depth that you find satisfying. Sources of information can be as basic as your community's United Way, your county planning department, or comparable local organization that has already assessed community needs. Interviewing community leaders is another method of collecting information on community needs. The more interviews done, the more valid the conclusions.

Identify strategic priorities. Having gathered your information, your group will need to prioritize your list of community needs. Reduce the list to five to 10 identified needs. From the list, select the one community need that appeals to the greatest percentage of members, fits your Club members' talents, attracts funding or hands-on support from other segments of the community, and can benefit the most from your Club's involvement. A sample Community Needs Assessment can be found as Appendix A in the Service Manual. This example is quite comprehensive, so you may want to streamline it for your needs. (<http://members.altrusa.org/Publications/Manuals.aspx>)

Assigning Club Roles

Time spent with the careful development and organization of effective working committees will result in a strong and vital Club.

As president, you should ensure each member serves on at least one committee, subcommittee, or task force.

The standing committees of all Altrusa Clubs are Service, Membership Development, Communications, and Finances. It is important to note that the Nominating Committee is a required committee, but stands alone as all its members are to be elected. Clubs may choose to have other committees, which might include a special project committee or task force for BRR, Hospitality, New-Club Building, etc. No matter how many committees your Club has, it is important for you to develop a position description to be given to each chair. Remember, some of your chairs may be new members, and you are a people developer; providing your chairs with position descriptions will help them grow into their tasks.

Choosing Successful Committee Chairs

You want to choose strong leaders to help you complete your vision, and conversely, members want to feel good about their contribution. Consider the skills, knowledge, and experience each member brings to the committee. When approaching members to ask for their service as a committee chair, explain what you want to accomplish and how their role fits into the big picture. More specific responsibilities of the roles will include things like

- Give time, thought, study, and originality to carrying out the work of the committee.
- Be familiar with the Club strategic plan and your committee's tasks in relation to it.
- Assist your committee in defining goals that relate to the particular function and/or assignment of the committee.
- Hold regular planning meetings.
- As a committee, prepare both an action plan and a task management sheet for every project.
- Keep the officers and the Club informed as to the progress being made.
- Submit committee reports promptly as requested.
- Have something to say about your committee at each business meeting.
- Plan some manner of transition meeting for the purpose of turning materials over to the next chairman.
- Evaluate each activity with a constructive focus.
- Enjoy the fruits of your committee's labors and share them with other Clubs in your District.

Orient your committee chairs. Make sure each committee defines goals that relate to the particular function and/or assignment of the committee within the framework of overall program goals. Make sure the committee chair and members determine the expected period of time in which a committee project is to be completed. For standing committees, this will be one year; however, special project committees may take more or less time. Train your committee chairs to carefully and logically plan all activities, making an effort to develop and utilize the talents of each committee member. Make sure your committee chairs are familiar with the Club strategic plan. You might highlight the sections that affect their committee on a copy of the plan for each chair.

Preparing the Club Calendar

One of the best tools you can have as a Club president is a fully developed Club-year calendar. Whether electronic or paper, in list form or on a graph, you'll want to be prepared for every Altrusa event from the Club, District, and International—and you'll need to be able to see at a glance what is coming up.

Consider creating a calendar that includes several months before and after your actual term of office. This will help with planning and with wrapping up year-end details. Get input from your committee chairs and board of directors so you have a complete planning tool.

Among the suggestions for you to add to your personal planning calendar are:

General

- National and local holidays, school schedules, major community events, etc., to ensure you don't plan anything important that would compete

Club Dates

- All club meetings, with programs and assignments
- All committee meetings and deadlines
- Dates for electing a nominating committee and delegates to District Conference and International Convention
- Club communications deadlines
- Project dates, including Make A Difference Day and other service projects and membership drives, with milestone dates
- Add an Altrusan Month
- Member birthdays (including emeritus)
- IRS filing dates
- Your personal black-out dates (like vacations!)

District Dates

- District Conference dates
- District workshop dates
- Dues deadlines
- Deadlines for submitting awards, providing delegate names, and other items specific to your district
- District Service Bulletin deadlines for submission
- Invitations to other Clubs' events

International Dates

- International Convention dates
- Deadlines, such as those for submitting dues, Club Activity Reports, etc.
- Foundation grant application deadlines
- Dates for International Foundation emphasis
- International Compass deadlines for submission
- United Nations days of observance

Once you have your personal, or master, calendar complete, pare it down to a useful document that your club members can use. Include the local and national dates as well as the common dates for Altrusa. It would make sense to leave out the dates that are significant only for you as president or for another officer with specific duties, such as the operations treasurer, who sends in the dues.

Anticipating District Awards

One of the best legacies you can leave as a Club president is sharing your successes with your Club members, your District, and International, and one of the most effective ways of doing that is to submit entries for District awards. Your District program team uses those entries to share ideas and best practices with other Clubs, which in turn use them to make their own service programs better.

Many Clubs feel that their work doesn't stand up to that of other, perhaps bigger, Clubs, and nothing could be farther from the truth. Don't be intimidated. Send in your entries and get ready to be recognized for your hard work!

Preparing for award entries can seem daunting, but it's actually an easy process. Review the award criteria before the start of the year, and have a discussion with the appropriate committee chair about what projects you anticipate might be good ones. Just reviewing the criteria and applying them to your project can improve your project, which make the effort worthwhile even if you don't win. Share the criteria and ask him or her to keep meticulous notes for you throughout the year to record everything that is done toward that project.

Don't wait until the deadline is imminent to write your entries. If the project you have chosen for entry for a particular award has ended, write up the award entry now while it's fresh in your mind. You'll have more time for Club members to review and make suggestions to enhance it!

When it comes time to write the award entry, start with a draft. Answer every question without worrying about word count. Gather photos, news clips, and other items that could help illustrate your success without adding to your word count. When you have everything in one place, write your entry, keeping these tips in mind:

- **Just the facts.** There is no need to make statements about how exciting the project was, etc. A sentence that says you received more than 100 thank you cards from students (and scanning one in to add to the entry, if allowed) is much more impactful than saying the students loved their surprise.
- **Watch wordiness.** Extra words like "very" can add up. Have you used three words where one would do? Ask someone with experience in communications to help you edit.
- **Make sure you cover all the criteria exactly.** Entries can be disqualified for things like not signing a cover sheet, so be sure everything is followed to the letter—including postmark deadlines!

The Service Manual has a section on "Writing a Winning Awards Entry" that will give you additional guidance. Good luck, and thank you for sharing your success!

(<http://members.altrusa.org/Publications/Manuals.aspx>)

Mentoring the Incoming President

As the leader of your Club, one of your responsibilities is to ensure that leadership coming behind you is strong enough to carry the Club into the future. Remember your insecurities as you were preparing to become president be aware that the next president may have those same issues!

As soon as your Club knows who its next president will be, make an effort to help him or her begin to prepare for the coming Club year. While some Clubs do not know their new president until the spring, you can try some of the techniques with all members of your board to ensure proper training.

Your plate will be very full as president, so close personal mentoring might not be possible. Below are some tips for mentoring the incoming president that you can keep in mind. Have a discussion with the president-elect as early as you can, explaining that as president you want to help prepare him or her for office, and that you will be doing these things as much as you can.

- Copy the president-elect on all club business. Provide his or her email address to the District Governor and International to ensure he or she receives all correspondence.
- Provide him or her with a copy of your personal Club calendar.
- Ask for his or her opinion often. Consider scheduling a monthly lunch to discuss club business and progress.
- Encourage him or her periodically, asking how planning is going and reminding about Conference and other training opportunities coming up.
- Offer to help!
- When issues come up that make you say, "Man, I wish I had known about that sooner," shoot a note to the president-elect so that he or she *will* know.

- When you retire from office provide a complete copy of Club records that can be used as reference.

One intangible tip to remember is that you are the top two ranking Club officials. Remember to discuss Club business discreetly and to carry on in the utmost professional manner. Avoid giving the appearance that you are a clique, and make sure to share any decisions that have been made with the appropriate members, committees, or board.

Chapter Three: Presiding

You might have heard that the president's main responsibility is not to rule, manage, or oversee, but to *preside*. There's a lot of truth to this, and of course, there is a protocol. This chapter will help you with some of the finer points of presiding over meetings so yours are run efficiently and effectively.

Planning for Effective Meetings

Have you ever gone home after a Club meeting feeling that it was a waste of time and energy? Surprisingly, this is a common lament, caused by poor meeting management. Among the most-heard member complaints are:

- "We never start on time."
- "Meetings drag on and don't accomplish anything."
- "Only a few people actively participate."
- "We keep rehashing old business."
- "The same people dominate every discussion."
- "People come unprepared or fail to follow through on work."

As Altrusa leaders, we want to guard against these comments. Meetings can be both productive and fun. If nothing else, your Club meetings should:

- Provide members with up-to-date news about Club, District, and International events.
- Contribute to the growth and development of the group as a team.
- Encourage broader participation in decision-making.
- Spread the workload so everyone feels welcome and needed.
- Stimulate creative solutions and inspire members to participate to their fullest potential.
- Encourage leadership growth of members through individual involvement.
- Develop commitment to group decisions.
- Allow for discussions of important issues without dragging on.

Effective Meeting Checklist

Cover each point, even if briefly, to ensure an effective meeting.

Before the Meeting

- Understand the purpose of the meeting.
- Define who should attend and invite them.
- Determine when and where the meeting will be held, and make sure attendees have that information.
- Distribute the agenda in advance, including expected actions (sign-ups, votes, etc.).
- Check out the room.
- Plan the seating arrangement.
- Be sure the equipment is in working order.
- Itemize materials and handouts for use.

Beginning the Meeting

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

During the Meeting

- Develop and maintain a thought line.

- Stress openness and freedom of participation, and involve all members.
- Summarize periodically and test for understanding.

At the End of the Meeting

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

After the Meeting

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

Preparing an Agenda

A well-conceived agenda fully prepares the group for the business at hand and assures an efficient and productive meeting. It helps the facilitator or chairman to stay on track and on time. Preparing an agenda will become as easy as brushing your teeth after a few times around the track. Here are some tips for formulating agendas.

When it is feasible, send the agenda to attendees in advance. It's also helpful to have copies of the agenda on the tables so members can briefly prepare before the meeting and so they can follow along with the flow. Environmentally conscious presidents could utilize email for distribution and can use a projector and screen at the event.

First, gather the tools you will need, which could include:

- **A copy of the bylaws and policies.** They will help ensure your activities are following established guidelines. For example: Is this the month you select a Nominating Committee?
- **A copy of the minutes of the previous meeting.** The minutes will help you with agenda items like unfinished business, tabled motions, and pending reports.
- **A copy of the minutes of the board meeting.** Actions taken by the board need to be at least announced, if not approved, by the membership.
- **A list of the board members and committee chairmen.** These lists will help you remember which officers and chairmen are to report on special projects.

Quick Tip: Make an agenda template that can be used for each meeting so you don't have to start from scratch.

Next, begin drafting the agenda. The following is a basic framework for a combined program and business meeting, but your Club might have an established agenda format that you could follow. Don't be afraid to improve upon tradition if it means better efficiency.

1. Call to order
2. Opening
3. Correspondence/Communications
4. Program
5. Unfinished Business (Do not place on agenda if there is none.)
6. New Business
 - a. Minutes
 - b. Treasurer's Report
 - c. Board of Directors Report (presented by the secretary)
 - d. Standing Committee Reports
 - e. Special Committee Reports
7. Announcements

8. Benediction and Adjourn

Tips for Following the Agenda

- When calling the meeting to order, tap the gavel one time and speak loudly and clearly: “This meeting of Altrusa International of (town/state/country), Inc., will please come to order.” Check for a quorum. At least one-third of your membership must be present for action to be taken via vote.
- The invocation should always come before the Pledge of Allegiance. You may incorporate a flag ceremony and/or present a pledge to your state/province flag in addition to your country flag. If you do not have a flag, do not call for the Pledge.
- Members may ask for a rearrangement of the agenda items. This may be done in a separate agenda item or as part of the president’s call to order.
- Minutes do not need to be read. They can be printed in the Club newsletter, emailed ahead of time, or distributed to all members as they arrive at a meeting and then be approved—as presented or as corrected. Ask if there are any corrections to the minutes. If there are no corrections, announce that the minutes are approved as read (or distributed).
- Treasurers can use the same system used for minutes. After the treasurer’s report is given, ask for questions. If there are no questions, state that the report will be filed with the secretary for internal verification or audit (whichever your club does). (The treasurer’s report is never approved; the auditor’s or verification committee’s report is approved.) Committees having reports should be listed under appropriate categories. Those without reports are not listed. Items requiring action should be so listed under each appropriate agenda item.
- Either the president or the secretary gives the report of the board of directors. The only information given is the action(s) taken during the meeting.
- Agenda items may be rearranged to add continuity or add impact.
- During a program meeting, the focus must be on the program.
- The secretary should fashion the minutes after the agenda, including any items that were moved.

Any business that must transpire should be conducted at a time when it is least distracting. Some Clubs manage to handle business matters between meal courses, others after the program is over.

Sample Meeting Agendas

Board or Business Meeting

Call to order	President
Altrusa Grace (if meal); Collect (no meal) then Pledge	President’s Appointee
Minutes of previous meeting	Secretary
Correspondence	Secretary
Reports from committees, discussion of recommendations	
Membership: Action on Recommendations for Membership	Committee Chair
Finances: Financial report	Treasurer
Unfinished Business (only if applicable)	President
New business	President
Adjournment	President

Program Meeting

Call to order	President
Altrusa Grace (if meal); Collect (no meal) then Pledge	President's appointee
Introductions (those seated at head table/guests present)	President
Program and/or initiation of new members	Program Chair
Special business	President
Announcements	President
Benediction	President's appointee
Adjournment	President

It is always wise to phone or email members from whom you will be requesting reports. This will give them the time they need to prepare.

Seating at the Head Table

If you have a meeting space where a head table is used, consider the protocol for seating at the head table and introductions. When head table is facing the audience, the presiding officer sits at the right of the lectern at the center of the table (on the audience's left). The presiding officer holds the highest rank and when a guest speaker from outside the organization is present (i.e., a guest speaker, city official, or District visitor), he or she holds the next highest rank and is seated at the right of the presiding officer. Other officers and members are seated alternatively to left and right of the lectern according to their rank. At a business meeting, the secretary is seated to the right and the parliamentarian to the left of the presiding officer (across the podium).

It's been said that the head table doesn't need an introduction. Instead, introduce "those seated at the head table," beginning from your far left and working in, then beginning from your far right and working in.

When presenting the members of the head table, be simple, clear, and short; state each person's name along with rank, title, or designation.

Flag Etiquette

The American flag is always on the presiding officer's right at the head table.

Parliamentary Procedure

All Altrusa groups (Clubs, Districts, and International) function through the rules of parliamentary procedure. It gives order to our meetings. The simplest way to become familiar with parliamentary procedure is to read Point of Order (<http://members.altrusa.org/Publications/Manuals.aspx>), which is available from the International website. It is a simplified version of Robert's Rules of Order, yet is complete enough to satisfy the needs of all Club presidents. The fundamental principles of parliamentary procedure are:

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

Basic Rules and Principles of Parliamentary Procedure

1. The organization is paramount.

2. All members are equal.
3. A quorum must be present for action to be taken legally. (Our bylaws state that the quorum for a Club meeting is one-third of the members).
4. Consider only one main motion at a time; only one person may have the floor at a time.
5. Full debate on a motion is in order unless limited by standing rules or parliamentary authority (Robert's Rules of Order Newly Revised).
6. The issue, not the person, is under discussion.
7. Once settled, a main motion may not be considered in the same form in the same session...except...by a motion to reconsider.
8. A majority vote rules in most instances except when required by Club bylaws or parliamentary authority. A majority vote is more than one-half of members voting on the particular matter. A two-thirds vote (when only two choices are possible) is at least twice as many on one side as on the other.
9. Silence gives consent.

The use of the gavel is to call the meeting to order. One rap of the gavel is sufficient. The gavel should never be used like a hammer.

Following a Motion through Parliamentary Procedure

The basic building block of parliamentary procedure is a motion—a proposal that the assembly take a stand or take action on some issue. Members can present motions (make a proposal), second motions (express support for discussion of another member's motion), debate motions (give opinions on the motion), and vote on motions (make a decision). Here's an example of how a motion moves through the process.

Obtain the Floor. After the last speaker is finished, rise and address the chair by saying, "Mr. (or Madam) Chairperson," or "Mr. (or Madam) President." Then give your name. The chair will recognize you by repeating it.

Make the Motion. Speaking clearly and concisely, state your motion affirmatively by beginning with, "I move that we..." instead of "I move that we do not..." Avoid personalities and stay on the subject.

Wait for a Second. Another member will say, "I second the motion," or the chair will call for a second. If there is no second, the motion will not be considered.

The Chair Restates the Motion. The chair must say, "It is moved and seconded that..." After this happens, debate or voting can occur. The motion is now assembly property and can't be changed without the consent of the members.

Expand Your Motion. The mover is allowed to speak first. Keep to the time limit for speaking, and direct all comments to the chairperson. You may speak again after all other speakers are finished, and you may speak a third time by a motion to suspend the rules with a two-thirds vote.

Putting the Question. When discussion is finished, the chair asks, "Are you ready for the question?" If there is no more discussion, a vote is taken. The chair announces the results.

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

<http://members.altrusa.org/Publications/Manuals.aspx>

Amending the Motion

The most common methods of making amendments include:

Adding. "I move to amend the motion by adding the word(s) _____ (at the end of a motion)."

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

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

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

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

The presiding officer reads the motion as it would be after the addition of the amendment. It is important for people to know what they are being asked to consider. Always begin your amendment with the words “I move to amend the motion” so that people are aware of your intent. You may move to amend an amendment, but only one such amendment can be on the floor at any one time. As is true with any motion, be prepared to speak to your motion.

A Quick Look at Parliamentary Procedure

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

Your member may request to	By saying	Member may interrupt the speaker?	Must it be seconded?	Is the motion debatable?	What vote is required?
Adjourn the meeting	I move that we adjourn.	No	Yes	No	Majority
Recess the meeting	I move that we recess until...	No	Yes	No	Majority
Complain about noise, room temp., etc.	Point of privilege	Yes	No	No	No Vote
Suspend further consideration of something	I move that we table it.	No	Yes	No	Majority
End debate	I move we vote on the previous question.	No	Yes	No	2/3 vote
Postpone consideration of something	I move we postpone this matter until...	No	Yes	No Majority	
Have something studied further	I move we refer matter to a committee.	No	Yes	Yes	Majority
Amend a motion	I move that this motion be amended by...	No	Yes	Yes	Majority
Introduce business (a primary motion)	I move that...	No	Yes	Yes	Majority
Object to procedure or to a personal affront	Point of order	Yes	No	No	Chair decides
Request information	Point of information	Yes	No	No	No Vote

Your member may request to	By saying	Member may interrupt the speaker?	Must it be seconded?	Is the motion debatable?	What vote is required?
Ask for a vote by actual count to verify a voice	I call for a division of the house.	No	No	No	No Vote
Object to considering some undiplomatic item	I object to consideration of this question.	Yes	No	No	2/3 vote
Take up a matter previously tabled	I move to take from the table.	No	Yes	No	Majority
Reconsider something already disposed of	I move we reconsider our action relative to ...	Yes	Yes	Yes	Majority
Consider something out of its scheduled order	I move we suspend the rules and consider...	Yes	Yes	Yes	Majority
Vote on a ruling by the chair	I appeal the chair's decision.	Yes	Yes	Yes	Majority

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Handling Nominations and Elections

In accordance with Article XIII, Section 1 of the Club Bylaws, all officers except the immediate past president are elected by ballot at the regular business meeting in March. They are installed to take office as of June 1 each year. To get to the point of elections, a nominating committee must be elected by the membership in accordance with Article XIV, Section 2 of the Club Bylaws.

(<http://members.altrusa.org/Publications/BylawsandPolicies.aspx>)

Be sure all members are aware of these milestone dates each year to ensure they have a proper say.

The nominating committee should be elected at least eight weeks prior to the March business meeting, giving them plenty of time to meet, create a slate of officers, present to the board, and allow the Club members to vote in time for the incoming officers to get training at District conference in the spring. Consider electing them early in the club year so they will observe members more closely with an eye to soliciting the best possible slate. The committee should consist of no fewer than three members.

Duties of the Nominating Committee

The nominating committee has the opportunity to shape the Club's future. The board of directors is composed of the president, president-elect (optional), one or two vice presidents, secretary, treasurer, immediate past president, and the number of directors specified in the Club bylaws. The Club may decide to include a corresponding secretary and an assistant treasurer.

When discussing potential officers and contacting members to ask their pleasure in serving the Club, members of the nominating committee should keep certain ideals in mind. A well-prepared board will have no difficulty executing these duties and moving the Club forward. Members will also experience a sense of growth and understanding of Altrusa.

Obligations of Board Members. Individuals who agree to serve on the Club board should understand the obligations that accompany the position. Board members must be prepared:

- To consider the organization and all of its members with full honesty and reasonable efficiency

- To exercise great care, skill, and judgment
- To act out of good faith and deal fairly with the Club
- To display highest loyalty, reasonable care, and business prudence in regard to the interests of the organization.

Responsibilities of Board Members. Responsibilities of the board members are enhanced from those of regular members.

- To become thoroughly familiar with the organization before they assume their offices.
- To become familiar with all Altrusa printed materials, especially the most current editions of the International bylaws and policies, Club bylaws, and Club policies.
- To attend all board meetings.
- To be familiar with the minutes of the board and the committee on which you serve.
- To be familiar with the Club, District, and International strategic plans.
- To understand the budgeting process including the general operating budget and the service project budget (may be in Club Foundation).
- To monitor the community image of your Club.
- To make certain your Club is fulfilling all aspects of its not-for-profit and tax-exempt status.
- To attend District Conference officer training workshops if available.

Duties of the Board. The duties of the boards of directors in all Altrusa Clubs are very specific. They are:

- To determine Club policies in line with local, District, and International bylaws.
- To transact all Club business otherwise assigned.
- To act upon all recommendations for membership.
- To supervise Club activities.
- To fill vacant offices between elections.
- To grant leaves of absence.
- To determine causes for, and initiate plans to correct, excessive member loss and low attendance.
- To designate a place to deposit Club funds.
- To approve expenditures of funds.
- To provide for the bonding of the treasurer(s) at Club expense.
- To provide for an annual audit of Club books, including Club foundation if applicable.
- To advise Club members of board actions through the Club newsletter and Club meetings.
- For good cause, to declare any office vacant.
- To recommend the operating and service budgets to the membership for approval.
- To complete Emeritus application process when necessary.

In accordance with Robert's Rules, it is not recommended that the nominating committee nominate more than one person per office, and members of the committee are not barred from being nominated. The committee should be prepared to report to the membership prior to the elections meeting. This will allow other individuals to consider placing their names into nomination. The committee chair should formally report to the membership by listing those persons proposed by the committee in the order that their offices appear in the by-laws. The report does not need to be accepted or approved by the membership, simply received. Once the committee reports, it is discharged. It may have to reconvene if a nominee withdraws before elections and there is a vacancy.

At the meeting scheduled for elections in March, make sure the elections are properly announced on your agenda. When the time comes, the president repeats the report of the nominating committee and then calls for further nomination for the offices by saying something along the lines of, "President. Are

there any further nominations for president? [Pause for nominations.] Hearing none, nominations for the office of president are closed.” Continue in this fashion through all the offices.

Any nominations from the floor are added to the ballot. The bylaws do require a ballot vote; therefore, according to Robert’s Rules, a ballot must be taken unless the bylaws provide otherwise. Any ballot vote requires that the candidate who receives the majority of the votes cast wins.

If no nominations are made from the floor, a motion should be presented by someone other than the presiding officer: “I move to direct the recording secretary to cast the ballot.” (The motion must be seconded.) If the motion passes, the secretary rises and states, “Madam/Mister President, by direction of the members I cast the ballot of the members for _____ for the office of president; _____ for the office of president-elect; _____ for the office of vice president ...” and so on. Then the President declares the members elected.

District Visits

Visits by the Governor or other board member are one of the most important personal services Districts provide their Clubs. District visitors come as consultants to help the Club appraise its entire operation, answer members’ questions, and bring the Club into a closer relationship with the District and International. In many cases, her or his visit is the only contact some members of the Club may have with District personnel. Ideally, visits should include a meeting with the Club’s board of directors, either before or after the Club meeting. The Club meeting may be open to guests. This decision should be made by the Club president in consultation with the District visitor. Under International policy, the Governor or Governor-Elect should visit each Club once every four years. As you begin preparations for the Club visit, Policy 3: Club Visits in the Altrusa International Policies.

<http://members.altrusa.org/Publications/BylawsandPolicies.aspx>

Scheduling the Visit

The Governor assigns District Board members to each Club. As soon as those assignments are made, the District visitor will contact the president to arrange a mutually agreeable date, time, and location for the visitation. In some cases, it may be necessary for the visit to be on a date other than your Club’s regular meeting date. An example of this would be if an officer living in a different state has been assigned two Clubs in your state and needs to meet with both Clubs during one trip. If this should happen, prepare your membership in a very positive manner and encourage them to attend this important meeting.

Prior Preparation

Return your Club survey form promptly. This gives the District visitor some prior insight into your Club and assists her/him in their preparation. Survey forms include a place for you to indicate special subjects you would like covered during the visitation. In some Districts, the visitor will request your previous year’s Club Annual Report, current budget, updated roster including email addresses, strategic plan, etc., prior to the visit. If so, fill the request promptly. The more insight the District visitor has into your Club previous to the visit, the more help she or he can be.

Ask your District visitor if she or he will require overnight accommodations. Districts usually pay for all travel expenses; however, many District visitors appreciate the opportunity to get better acquainted through an overnight stay with a member. Provide information on low-cost overnight accommodations (or arrange for housing with one of your members) in situations where the assigned officer must spend the night in your city.

Agenda for the Visit

The visit should be the program. Do not have another speaker because this takes away from the time allowed for the District visitor and the District and club is paying for this visit. Districts vary in what they expect to accomplish at a visit; however, in general most official District visitors expect:

- A Board meeting.

- A business meeting with oral and written committee reports.
- Ample time for a presentation. Allow 20 to 45 minutes, depending on your District visitor's request and your club's meeting time restrictions (e.g. 45 minutes would be difficult for a lunch meeting when members have to get back to work). Some District representatives do a workshop-type presentation and may require more time.

Hosting a Guest

Whether your guest is a District officer, community dignitary, guest speaker, or a prospective member, you want them to feel welcome and comfortable at your meeting. This list of questions will help you prepare.

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

After the Visit

Have the Club secretary or another person send a thank you note. Share the follow-up letter from the assigned District officer with all Club members. Remember, these simple gestures will make your meeting run smoothly and your guest will be grateful for the kindness.

Introducing a Speaker

As an Altrusa leader, you will find yourself in a position where basic information on public speaking will be important. Even as you facilitate a meeting, you will want to make your point clear and be heard. Every president finds herself or himself in the position of introducing a speaker. The presentation of an introduction serves the same purpose as a social introduction. It creates a bond of interest between the speaker and the audience and establishes a friendly atmosphere. It should give the audience information about the speaker that demonstrates her/his qualifications for discussing this particular topic.

Follow these guidelines:

Do...

- **Be correct**—Be sure to have the speaker's name, title, and subject of her or his presentation correct. Have this information on a card or small piece of paper. Practice the pronunciation of the name until you have it correct.
- **Do your research**—Ask for the above information from the speaker; however, if that is not possible, get it from another source. Possible sources include internet sources (their Facebook, LinkedIn, or personal/business homepage), Who's Who, the personnel office where the speaker works, or a mutual friend. Verify your facts with the speaker prior to the presentation.
- **Be short**—A good introduction is brief and to the point (no more than a minute or two). Don't give the speaker's presentation.

- **Establish a common bond**—The audience will want to know what the speaker will talk about, why the subject is important to them, and what the speaker’s connection, position, or authority is. Determine what will be of interest to your audience.
- **Be sincere**—Be friendly and genuine in your introduction. A good introduction should come from the heart with grace and dignity.
- **Emphasize the speaker’s name**—A good introduction ends with the speaker’s name. Pause, look directly at your audience and pronounce the speaker’s name. After the name has been spoken look at the speaker—not before! Remain standing until the speaker acknowledges the introduction, then sit down or retire quickly and inconspicuously.

Don’t...

- **Talk about yourself—the audience came to hear the speaker, not you!**
- **Use trite or worn out expressions.** Avoid such phrases as, “We are gathered here tonight...” or “A person who needs no introduction...” Create a new approach.
- **Predict what the speaker will say.**
- **Embarrass the speaker with extravagant praise.**
- **Relate the speaker’s life history.**

Using a Microphone

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

- Arrive at the site early enough to become familiar with the public address system.
- Take the time to adjust the microphone’s position so that it will be at the proper height for you.
- Adjust lapel and lavalier microphones so that they are centered a few inches below your chin.
- Speak directly into the microphone from a distance of about four to six inches.
- Use a friendly but firm and clear voice. Do not shout.
- Hold hand-held microphones horizontally or at a 45-degree angle, not vertically.
- Avoid stepping on or stumbling over a mike cord.

Chapter Four: Working with the Board of Directors

A Board of Directors has responsibility for the Club's operation, for stability, and for continuity. An effective board interprets programs and builds support for the Club mission. Members who feel needed and valued as board members will experience personal growth and continue to be concerned and involved in the Altrusa Club.

The President's Responsibilities to the Board

As the elected leader of your Altrusa Club, you have many and varied responsibilities, but none is as important as developing a positive relationship with your board of directors. It is important that team spirit be developed among the members of the board of directors. The members of the board need to feel comfortable with one another. Your responsibilities to the board fall under two categories, preparing the board members for their responsibilities, and presiding over meetings of the board.

Preparing Board Members for Their Responsibilities

Board members need to understand what is expected of them and the responsibilities of their elected (or appointed) positions. Even though each member knows the other members of the board, one of your goals is to develop a team. A well-prepared board will be able to take on responsibilities and conduct business in much less time with a full understanding of what they are doing.

Preparing the board members to serve might best be done with a board orientation. Cover such things as the process used for expenditures of Club funds, how the budgeting process operates, procedures for handling project requests, procedures for acting on recommendations for membership, and reporting board action to the membership.

Ensure that every board member has access to the following resources (some of which can be found online).

- Altrusa International Resource Guide (<http://members.altrusa.org/Publications/Manuals.aspx>)
- Altrusa International Official Bylaws and Policies (<http://members.altrusa.org/Publications/BylawsandPolicies.aspx>)
- Club Bylaws and Policies (if different from the standard ones in the Bylaws and Policies)
- International Long Range Strategic Plan (<http://members.altrusa.org/Committees/SpecialCommitteesandTaskForces/LRSPCommittee/Reports.aspx>)
- District Strategic Plan
- Local Club Strategic Plan
- Position descriptions for each Club officer. These should be in your club bylaws or policies.

Presiding Over Board Meetings

It is of great importance to your board for the presiding officer to be prepared for every board meeting. Schedule a time and place for regular board meetings. Prepare an agenda for board meetings and advance a copy to each board member, if possible.

At meetings, preside with authority and follow approved parliamentary procedure. Allow time for full discussion of important business. Time spent in the board meeting will speed the discussion during your Club meeting. Prepare the board's actions and recommendations in concise and clear language before presenting them to the Club. This may be delegated to another board member (often the secretary). Give advance notice of business to be considered by the Club when the bylaws so specify. Share District and International communications with board and committee chairs as soon as possible. Review the Club bylaws and policies once a year.

Chapter Five: Club Finances

Even though there is a Club treasurer, a Finances Committee, and, if applicable, a Foundation Board of Directors, you as president are ultimately responsible for the success of all aspects of the Club, including its finances. As the president, you must know that your treasurer is functioning in a timely and thorough manner. It is important for you to understand

- Budgeting, both operating and service
- General fiscal procedures
- Legal aspects of certain fund-raisers
- Club insurance (Club liability insurance for all Club activities is covered by a policy purchased by International. Club bond has to be purchased by the Club.)

Encourage your Club treasurer to attend all training sessions designed for the position. Most districts hold a treasurer's workshop at their District Conference. As soon as the election is completed, begin discussing the need for her or him to be at the conference. It is also the responsibility of the outgoing treasurer to fully train the incoming treasurer. If the outgoing treasurer is not available, you may need to approach a past Club treasurer to act as mentor. Your role is to see that this happens.

The Club Treasurer's Guide (<http://members.altrusa.org/Publications/Manuals.aspx>) is the best source of information concerning the responsibilities of the treasurer.

Important Dates

June 15

- All dues must be mailed or at least postmarked by this date to prevent a delinquency fee.
- Convention fee due to International.

July 10

- Last day to retain membership. All unpaid members are dropped.

October 15

- In the United States, Clubs with annual gross receipts normally \$25,000 or less are required to electronically submit Form 990-N, also known as the e-Postcard. For annual gross receipts normally greater than \$25,000, IRS Form 990, or Form 990-EZ must be filed.

December 1

- Half-year (half price) dues go into effect for new members. Note that the new member processing fee is not halved. The half price applies only to the International and District dues.

March 31

- Last day for half-year dues. Keep in mind that the member who pays half-year dues now will also be billed for full year dues in May.

April 1

- New members paying dues between April 1 and May 31 pay full annual International, District, and Club dues that represent dues for April of the current year through May of the following year (a year and two months dues). Note: For New Zealand Clubs that are registered charities, your annual return must be filed with the Charities Commission within six months of balance date.

Other

- There may be other filing deadlines specific to your state required by your state government, especially if your club is incorporated.

Audit

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

Budgeting

The general operating budget is based on anticipated income from membership dues and processing fees and on estimated income from sources other than solicitation from the general public. The general operating budget must provide for such things as International dues, membership processing fees, District dues, International Convention fee, District Conference fee, Club officer and committee expenses, yearbook and newsletter printing expenses, and possibly delegates' expenses for District Conference and International Convention.

A sample Operating Budget template is available in the Club Treasurer's Guide.

(<http://members.altrusa.org/Publications/Manuals.aspx>)

Member Dues

A member's annual dues are equal to the sum of International, District, and local Club dues. In addition to this, new members pay an International membership processing fee, and may also be charged a Club initiation fee to cover the cost of a new-member kit, Altrusa pin, and nametag. The initiation fee is optional; some Clubs purchase kits and pins for their new members. The following sample budget form is a handy tool to use during the actual budgeting process. If Clubs prefer, they may publish the final budget using only the amount budgeted for each item.

Service Project Budget

The service project budget is based on the anticipated income from any fundraising activities held during the current year, donations earmarked for service projects, and unexpended service project funds from the preceding year. Some clubs raise money in the current fiscal year to be spent in the next year, with the exception of designated donations and grants which must be spent in the current year. This practice avoids a club needing to cancel or cut back a project if anticipated funds are not generated. This budget provides for service project expenses, including donations to fund community or international projects, material and service purchases for service projects, and fundraising expenses. Contributions to the Altrusa International Foundation may be budgeted in either the general operating or service project budget. All Club members and the general public should be solicited for additional voluntary contributions.

A Club in the United States that establishes a 501(c)(3) foundation must also establish a separate budget for the foundation's operations in accordance with all provisions contained in the information supplied to Clubs by the Altrusa International Foundation. Any Club interested in establishing a foundation may contact the International Foundation Administrator at the International office for information. Refer to Chapter 12 of this manual for more information.

Fundraising

The best advice for any question about fundraising is to check with a lawyer or an accountant in your country. Here are some general guidelines for Clubs in the United States.

Even though raffles are a relatively easy way to make money, they can and do cause legal problems for many Clubs. No set rules can be established because every country/state differs in its laws. The best advice is to call your state's gambling or gaming commission for details concerning the laws in your area. Be sure to ask how much of the proceeds can be used to cover raffle expenses.

In the United States, it is illegal to use funds advertised for service project fundraising for operating budget expenses. The general operating budget is based on anticipated income from membership dues and processing fees and on estimated income from sources other than solicitations from the general public. For example, the sale of entertainment books to Club members is perfectly legal for operating expenses; however, if they are sold to the general public, the income should go into the service or Club foundation budget.

Money may not be taken out of Club foundation funds for operating expenses, but you may take excess funds out of the operating budget and place them into the foundation account.

Club Liability Insurance

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

Club liability insurance is commercial general liability coverage, designed to cover Altrusa Clubs and their members and volunteers for acts for which they become LEGALLY OBLIGATED TO PAY. The company doesn't provide coverage for moral obligations—just legally enforceable liabilities. Important: To ascertain whether a certain Club activity would be covered, or if you have specific questions, it is suggested that you contact our insurance administrator at least 30 days prior to any event which you may be undertaking. All Clubs with questions regarding how or where to obtain insurance of a specific event should you contact the International Office for direction.

In general, the policy applies to most fund-raising activities of Clubs and Districts with the exception of the operation, use or maintenance of autos, aircraft, and certain watercraft. However, it should be emphasized that proper certificates of insurance must be obtained from any party who conducts or assists in conducting any activity sponsored by Altrusa. Thus, the operators of carnivals, fairs, rodeos, concessionaires, or any other parties conducting functions for Altrusa must carry their own liability insurance policy, and their policy should specifically name the Club and Altrusa as additional insured or insured for the specific event being sponsored. Extra hazardous events such as fireworks displays, demolition derbies, etc., are excluded from coverage under this policy.

All Altrusa members and volunteers, while acting at the direction of and within the scope of their duties for you, are covered. Injuries caused by a Club member or volunteer assisting on a special event are covered only if there is a legal liability resulting from negligence on the part of the insured. Bodily injury or property damage sustained by a Club member or volunteer are not covered, but their personal insurance more than likely covers such claims.

The following frequently asked questions will give you valuable overview information as well.

Q. Does this policy defend against incidents of food poisoning (product liability)?

A. Yes.

Q. Is there coverage for legal liability for damage by fire to buildings used for a special event by your Club?

A. Yes, only if damage is caused by fire. Coverage is limited to \$50,000.

Q. Does this insurance replace all kinds of insurance that is purchased by every Club?

A. No, this policy does not provide all of the various types of insurance needed by a Club. Each Club should consult its local agent for any additional coverage.

Q. Is there a deductible amount before benefits are payable?

A. No.

Q. Is there coverage for damage to Club-owned property?

A. No.

Q. Does the policy cover loss or damage to items left in your care and custody such as furs, antiques, paintings, or other works of art?

A. No.

Q. Does this policy cover ongoing projects?

A. No, if you are involved in ongoing projects of any kind, it may be necessary for you to obtain your own policy for these projects. The Club liability policy is intended for special fund-raising events of a short duration.

Q. Are District and other Altrusa conventions and meetings covered when held at nonowned premises?

A. Yes.

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

A. No, all watercraft activities are excluded.

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

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

Q. Is a Club-sponsored turkey shoot covered?

A. No, all events involving firearms are excluded.

Q. Are snowmobiles covered?

A. No.

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

A. No, the policy specifically excludes alcohol being sold. The caterer and or venue providing the alcohol should name the Club as an Additional insured for the event. Clubs are only provided Host Liquor liability which is when the club hosts an event that alcohol is served by the caterer or venue and something happens and or a social function that the club hosts where alcohol is not being sold but is part of a meal.

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

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

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

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

Q. What is not covered by this policy?

A. Fireworks and other exploding devices, including firearms; boxing participants; racing, speed and demolition contests, including BMX bicycle races; aircraft, hot air balloons, gliders, sky diving; commercial and recreational ventures such as bowling alleys, roller and ice rinks, swimming pools, etc.; absolute pollution, PCB, and asbestos; pollution (sudden and nonsudden); watercraft (all forms); carnival rides and equipment (dunking tanks, carousels, etc.); outside organizations (i.e., Scouts, athletic teams, recreational centers); motorized vehicles (licensed and unlicensed).

Q. How does a Club obtain a certificate of insurance?

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

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

Q. When should a claim be reported and how does a Club respond to a claim?

A. All incidents or occurrences that might lead to claims should be reported promptly to Cook and Kocher, or ACE Insurance, depending on your location. When a claim situation arises, DO NOT admit liability or suggest that a settlement may be offered. If correspondence or other communication is received indicating there may be a claim against a member, Club or District for damages or injury, a report should be made immediately. Satisfactory claim settlements can best be made by those properly trained for this function. No member of a Club should enter into negotiations with a claimant Unless requested to do so by the insurance company or General Counsel of Altrusa International.

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

A. For Clubs located in the United States, Canada, and Puerto Rico:

Michelle L. Wolff at Cook and Kocher Insurance Group, Inc.

300 S. Northwest Highway

Suite 208

Park Ridge, IL 60068,

Email: michellw@cookandkocher.com

Phone: (847) 692-9200

Fax: (847) 692-9299

For Clubs located other countries:

Gary Walro at C. M. Verbiest & Associates Professional Liability Group, L.L.C.

38701 Seven Mile Rd.

Suite 185

Livonia MI 48152

Email: gwalro@cmverbiest.com

Phone: (734) 464-5880

Fax: (734) 464-5997

Toll Free: 800-524-9615

Chapter Six: Membership Development

As the president of your Altrusa Club, it is important to have a good working knowledge of all aspects of membership. Your role is to educate and motivate your members along with your Membership Development committee so your members will keep membership recruitment on the forefront of their minds as they come into contact with potential new members on a daily basis. There are so many people out there just waiting to be invited to a Club meeting. The first step is to ask people to come to a Club meeting or participate in a Club project.

Membership is the responsibility of every Altrusan—not just the Membership Development committee or you as your Club’s president. The committee is responsible for designing a program each year that involves all the members such as a membership drive or event and member orientation/re-orientation, but it is up to each and every Altrusan to play an active role in helping achieve your Club’s membership goals.

The best practice for membership revitalization, retention, and growth is to develop goals, objectives, strategies, and action plans in in the club’s LRSP.

Supporting Membership from the Podium

Membership development should be a year-round priority for every member, not just the committee or Club officers. The members of your Club’s Membership Development Committee should spend time planning their membership endeavors for the new year based on the objectives and strategies in your Club’s LRSP. As Club president, you can support the Membership Committee by making sure that the membership strategies and objectives in the Club LRSP are understood by the committee members. Make sure they have access to all Membership Development resources available from International, and that they are using the membership recruitment strategies within those resources to target new members for your Club.

Recruitment. It is the responsibility of every Altrusan to continually seek out and to sponsor new members. Finding prospective members should be top priority of every Altrusa Club each year. Sponsors should have a good knowledge of Altrusa and should be prepared to mentor their new member for the first year in Altrusa.

Retention. Retaining your members is important in helping members develop lasting friendships, increasing your Club’s ability to do more in your community, broadening ideas through member diversity, and developing new leaders in your Club and beyond.

Revitalization. Revitalization, in some cases, is a Club’s only link to the future. Are only a few people doing all the work? Have you noticed apathy among members? Is there a reluctance to do service? Take action now. Move ahead and make your ideas work for you and for Altrusa today and for years to come. The Club Revitalization Manual was written to assist your Club in member retention and Club revitalization. It will give you step-by-step tips to help your Club build your membership.

Orientation/Reorientation. Help new members stay engaged by ensuring that their sponsors understand their responsibilities. Make sure new members feel welcome and like they are a part of the Club; have them serve on a committee and help them understand all local, District, and International procedures and policies. Help them get to know the other Club members.

One tip for you as Club president is to eliminate jargon when speaking from the podium. If you’re using a term or talking about an event that might be foreign to a new member or a guest, pause for a moment to explain.

As president, you can help cultivate new members into Club leaders by taking special interest in their membership. Continually encourage new members to step into gradually increasing roles of responsibility. They may say no the first time, but may not a second time! Try matching seasoned Club

officers with newer incoming officers to be a mentor to them during their time in office. Make it a Club priority to send officers (especially the incoming president) to District workshops and/or Conferences.

Steps in Orientation for New Members

There are four steps in ensuring a new member receives the orientation that she or he really needs to be an effective, confident Altrusan.

Step One: Preorientation

The first step in orienting new members happens before they become Altrusans. Be sure to provide prospective members with sufficient information about Altrusa to allow an informed choice about membership before being invited into membership.

1. Develop a Club brochure or card-sized handout detailing the responsibilities of membership, Club activities, etc. Members can give this to prospects as an accompaniment to the International brochure.
2. Prepare a fact sheet of important information for members to share with possible prospects. Train members on how to use this information effectively. All members should be familiar with basic information about the local Club and the International Association.
3. Conduct membership events yearly. Feature presentations and displays showcasing your Club's activities.
4. Invite prospects to informal get-togethers or club meetings and introduce them to your Club officers and members of your Membership and Information committees. Discuss the commitment and responsibilities accompanying Altrusa membership before asking them to join.

Step Two: New Member Orientation

Decide what and how information should be planned and delivered to the new member after initiation.

1. Sponsor informal, friendly group sessions having carefully planned discussion agendas that include ample time for individual participation.
2. Use the orientation outline described in this section.
3. Develop a new member checklist to make sure every new member in your Club receives all appropriate orientation materials.
4. Select a new member (one with less than one year of Altrusa membership) to be a presenter in new member orientation sessions.
5. Review and update your orientation materials periodically to ensure that the information presented is accurate and current.

Step Three: New Member Involvement

Assimilate new members into the Club and involve them in its activities.

1. Create opportunities for all members to become acquainted with each other.
2. Plan situations that encourage new members to participate actively in Club discussions. Some Clubs ask new members to make a Club presentation early in their membership.
3. Develop a sponsor program in which a seasoned member (the sponsoring member or someone else) helps a new member become comfortable with the group.
4. Assign new members to a Club standing committee at the time of the initiation. Unless they choose otherwise, assign them to the same committee as their sponsor to give them a mentor on the committee.
5. Involve new members in committee work quickly. To speed the new member's personal involvement, each committee should have an orientation plan that covers not only general responsibilities but committee goals and current activities, too.

Step Four: First-Year Follow-Up

Assess the effectiveness of the orientation program and provide for additional orientation needs.

1. Develop an evaluation questionnaire and ask new members to assess their first year of membership. The questionnaire should address issues related to your orientation program and whether it is meeting its goals.
2. Involve new members in the committee's review of the orientation program. This way you learn firsthand what aspects of the orientation program were done well and what needed improvement.
3. Keep a record of each new member's participation in Club and committee activities. This information can provide valuable insight into membership gains (and losses).
4. After evaluating your new member orientation, apply the insights formed to your all-member reorientation presentations.

Why Does a Member Leave?

Hopefully none of your current or former members have felt the way the Altrusan did in the article below written in *The Altrusa Scanner*, Fostoria, Ohio.

"Remember me? I'm the one you asked to become a member. I'm the one who paid dues to become a member, and stood up in front of all of you and promised to be a good member. I'm the one who has come to every meeting since that time, but no one paid any attention to me. I tried several times to be friendly to some other members, but they all had their buddies to talk with and sit next to. I sat down along with some unfamiliar faces several times, but they didn't pay much attention to me. I hoped very much that somebody would ask me to take charge of the last fundraising project, but no one asked. I wanted very much to do the job, but no one saw my hand when I volunteered. I missed my first meeting since becoming a member when my husband was sick. I could not make it, but no one asked me at the next meeting where I was. Gosh, I guess it didn't matter very much to the others whether I was there or not. The next meeting, I decided to stay home and watch a good program on TV. The following meeting, I attended. No one asked where I was the week before. You might say I am a nice person, love my family, hold a responsible job, and serve my community. You know who else I am? I'm the one who never came back. It amuses me when I think back on how the president and several members were discussing why the Club was losing members. It amuses me that they spent so much time looking for new members when I was there all the time. All they needed to do was to make me feel wanted, needed, and welcome. I'm the one who never came back."

New Club Building

Clubs themselves are the best resources for new club building. New club building is an important part of securing Altrusa's future. Establishing a new Club in another community creates excitement in your Club and generates new friendships as your Club works closely with the new Club. Just think of the many lives that will benefit from the service projects the new Club will do in their community. You are also helping to gain more awareness for Altrusa. Some reasons your Club might consider starting a new Club include:

- Too many people in an existing Club
- People in the current Club are traveling from a distance to attend meetings
- Due to work or profession, members are not able to attend current meetings
- Desire to help another community where a Club does not exist
- Knowledge of great potential or prior Altrusans living in the area

Get more information before you consider building a new Club. Start by reading the New Club Building Manual (<http://members.altrusa.org/Publications/Manuals.aspx>) available for download on the International website. It will instruct you on the process of establishing a new Club from the Community Analysis Report to the charter banquet and beyond. Communicate with your District New Club Building

chair and International New Club Building chair, as well as other individuals and Clubs that have been successful in sponsoring a new Club, for guidance.

Make new club building a goal in your LRSP, and develop a plan to help your Club achieve this goal. There are currently great financial incentives in place for new-Club building, and many districts have incentives as well.

Member Transfers

When a Club member moves, be sure to get her or his new address. Have your Club treasurer include the member's new address on the deletion form that is sent to your District.

Check with the International website to see if there is an Altrusa Club in the area where your member is moving. If there is a Club in that area, write to the president (addresses available from the International office) and inform her or him of the Altrusan moving to their community, along with her or his new address. Also, inform her or him about the activities the Altrusan was involved in while a member of your Club. Have your Club Treasurer provide International with the member's new address and, if applicable, the name of the Club to which the member is transferring. If there is not a Club in that area, the International office will send information on affiliate membership to that person.

You might receive a letter of introduction from another Club president informing you that one of their members has moved into your community. Immediately contact and invite that person to attend an Altrusa event or meeting. Send some of your Altrusans to visit shortly after she or he arrives. Your members should be instrumental in making the new arrival feel welcome. National trends show that people now move and relocate for work reasons more than ever, especially younger people.

Affiliate Membership

Affiliate membership is an important way to be an active Altrusa member when there is no chartered Club near you. Affiliate members include members whose Clubs have disbanded or members who have moved away from an active Club but still wish to remain Altrusans, as well as individuals who meet Altrusa standards and wish to participate in Altrusa's charitable mission but who are not located near a Club. A form requesting Affiliate Membership is available online.

(<http://members.altrusa.org/Publications/Forms.aspx>)

Emeritus Membership

Emeritus membership is an honor that may be conferred on Active members who have been Altrusans for at least 10 years and who are deserving of recognition because of their history of service to Altrusa and their devotion to its principles. Eligible Altrusans are those members who are exemplary in their contributions to Altrusa, but who due to age, infirmities, or disabilities cannot continue as active participants in their Clubs. Emeritus membership status must be approved by both the member's local Altrusa Club and by the District board of directors. The Club must forward a request for approval of Emeritus membership status (<http://members.altrusa.org/Publications/Forms.aspx>) to the District governor, who will expedite the request at the next District board meeting. An Emeritus member can be returned to Active status upon notification to the Club that she or he is able to participate again as an active member.

Chapter Seven: ASTRA

ASTRA is a volunteer organization for youth/young adults, ages 12 to 25, sponsored by local Altrusa Clubs as part of their overall community service program. ASTRA is an acronym for:

Ability—to know that all of us have special talents to share with others

Service—to improve the lives of those less fortunate in the community

Training—to develop leadership ability and potential

Responsibility—to learn to accept obligations and know the satisfaction of carrying projects through to a successful conclusion

Achievement—to experience success; to know that a group can accomplish so much more than any one individual

Through ASTRA and with the help of each Club's Altrusan advisers, ASTRA members are provided opportunities to learn leadership skills, personal development, career planning and preparation, as well as citizenship development.

The sponsoring Altrusa Club supports the ASTRA Club with two or more Altrusa members, usually including the ASTRA Committee Chair. These Altrusans guide ASTRA Club members in developing program plans and service projects. ASTRA is a very important part of our membership program. A successful and satisfying experience in ASTRA can lead eventually to Altrusa membership. As Club president, your role is a supportive one. Dedicate some time during your planning meeting with your membership to discuss sponsoring an ASTRA Club. You just might be able to motivate your members to become involved in ASTRA. An ASTRA today just may be an Altrusan in the near future.

Study the ASTRA Advisor's Manual (<http://members.altrusa.org/Publications/Manuals.aspx>) to get a better idea of what is involved in sponsoring and supporting an ASTRA Club. If your Club does not currently sponsor an ASTRA Club, make sure it is discussed during the planning meeting prior to or at the beginning of your presidential year. For additional information, contact the International ASTRA Chair and your District ASTRA Chair.

There are tremendous advantages to having an ASTRA Club (or two, or three, or more) sponsored by your Altrusa Club. First and foremost, ASTRA Clubs and their members bring youthful energy to an Altrusa Club. They may not have a lot of time to plan an event, but ASTRA members have the energy and drive to lend their services for the success of an event. ASTRA fosters the concept of service through practical application in school and community. When working side-by-side with Altrusans, ASTRA members benefit from the experience offered by the sponsoring Altrusa Club members. In working together on projects, Altrusa members have the opportunity to shape the future of ASTRA members by making them a part of the Altrusa family in the present for Altrusa's future.

The future of Altrusa and ASTRA are intertwined. The two groups cannot work together without affecting each other: ASTRA members bring a sense of youth to Altrusa members, and Altrusa members bring life experience, which includes the positive effects that are gained through serving one's community through membership in Altrusa.

Making an ASTRA Club Successful

Generally speaking, keeping an ASTRA Club successful refers to keeping it going year after year. Due to the nature of it comprising an ever-changing body of students, its membership makeup will be ever fluid. Just as school sports teams change each year according to the composition of students and their various skills, so too will ASTRA Clubs be the same thing, only different, each year. Understanding that element is helpful to the advisers' mindset. However, consistency is possible and necessary in certain areas of an ASTRA Club.

Some key elements to a successful ASTRA Club include:

- Meeting as a general membership at least once a month
- Having a project and/or program at that meeting
- Altrusa members who are devoted to ASTRA and to keeping it going through thick and thin
- Practicing parliamentary procedure on a level the ASTRA members can understand
- Including a school contact (staff member)
- Expecting the ASTRA members to bring project ideas to be explored and carried out
- Bringing project ideas to the ASTRA members for them to choose to do or not do
- Having the ASTRA and Altrusa Clubs work together on projects for each Club
- Understanding that while students are very busy and cannot do everything they want to, they need to be held accountable to the Club, its meetings, and projects
- Utilizing local press to spread the word of ASTRA's great involvement and service to the community

ASTRA Benefits

Great strides are being taken to make ASTRA its own body within the Altrusa International organization, and in so doing, Altrusa now has means by which it recognizes ASTRA Clubs and outstanding ASTRA members. The Altrusa Foundation funds \$500 to recognize five different ASTRA Clubs for service within their community. Each ASTRA Club that completes and turns in to the International office on time an End of Year Club Annual Report is eligible to be recognized. Recognition is in the form of a gift of \$100 in honor of the ASTRA Club to an organization or project with which the Club has worked in the past year.

Scholarships are available to ASTRA members graduating from high school and continuing their education at a technical school, college, university, etc. The Altrusa Foundation funds two \$500 and two \$2,000 scholarships to ASTRA members who demonstrate outstanding community service, leadership skills, and potential. This \$5,000 commitment from the Altrusa Foundation validates its appreciation of the importance of ASTRA to Altrusa's future.

The End of Year Club Annual Report, the Scholarship Application, and the ASTRA Manuals are available online.

(<http://members.altrusa.org/Committees/StandingCommittees/ASTRAClubs/ASTRAResources.aspx>)

Chapter Eight: Altrusa in the Public Eye

Altrusa is leading the way to better communities. In order to better serve our communities, we need to take our energy, talents, and dreams to the next level by using the brand to grow in fresh and invigorating ways. This requires looking at our communications a little bit differently and using the revitalized brand to our advantage.

Consistency is vital to speaking with one voice and presenting a unified appearance. Our brand guidelines are all about giving Altrusans the tools, information, and inspiration necessary to lead the way. As Club president, it's important that you have a clear understanding of our Altrusa brand and how it is to be used. Study International Policy 27: Requirements for the Use of Altrusa Trademarks (<http://members.altrusa.org/Publications/BylawsandPolicies.aspx>) as well as the Marketing Toolkit (<http://members.altrusa.org/Publications/Toolkit.aspx>), which can be found online.

YOU Are Public Relations!

Within the community, you are the public relations team of Altrusa. Your Club and what it does, your members and who they are, are what matter the most to the people to whom you provide service. Be sure the word gets out, both before you present a fundraising event to generate interest and after a project is completed to promote what has been accomplished. It can lead to future information about Altrusa in every news release.

Spread the word on everything you do, every way you can. Don't be humble! Use newspapers-daily, weekly, supermarket sheets, whatever. Remember, local radio stations and cable TV stations can give you free coverage in the form of public service announcements (PSAs). Have your president or chair available for interviews for print or broadcast media. Make it your business to know what programs exist where this is possible. Never miss an opportunity to include information about Altrusa when promoting a particular project. Use social media and every cutting-edge communication tool you have access to. Talk about Altrusa activities to your friends. Not only may it lead to new members, it will generate support for a project when you need it.

As Club president, remember that YOU and your members are the best public relations a Club can have. Keep PR at the forefront of all members' consciousness by asking these questions to remind them:

- Do you wear your pin at every Altrusa meeting and function?
- Do you wear your pin at work? (This is a very good way to solicit members.)
- Do you proudly display your membership certificate on the wall of your office?
- Do you share your Altrusa newsletter in your office and other public places to provide information on your Club to your friends and associates?
- Do you use your passion for Altrusa to talk with your friends and others you come in contact with regarding your Club, your projects, and the contacts you have made?

Promote all types of communication methods in your Club. What you say, what you do, and how you conduct yourself reflects on your individual Club and on the Altrusa organization as a whole. BE PROUD TO BE AN ALTRUSAN!

Implementing the Brand

It is important for your Club to use the approved Altrusa logo in all marketing, promotional materials, and events your Club is involved in. By doing so, you will create Altrusa brand recognition in your community and help create recognition around the world. If you are not getting these materials through Doc Morgan, be sure to review any promotional materials your Club develops using International Policy 27: Requirements for the Use of Altrusa Trademarks.

(<http://members.altrusa.org/Publications/BylawsandPolicies.aspx>)

Incorporating Clarity, Flexibility, and Inclusion

Extensive research identified several areas in our communications, both written and verbal, and in our behaviors, that need improvement if Altrusa International is going to continue to be successful, and to continue to grow as a community service organization. Altrusa needs to do better in promoting our brand drivers: providing members **flexibility** in Club involvement, including existing and new members in Club activities and Club input (**inclusion**), and communicating **clarity** with members and non-members. Review the following questions occasionally to make sure your Club is incorporating clarity, flexibility, and inclusion in all Club functions.

Clarity. From non-members:

- What do you stand for? Is it literacy? Is it something else?
- Do you work with partners like Habitat for Humanity?
- How do you decide who to work with?
- What will you be asking of me?
- How does this benefit my community—and me?

From current members:

- What are we passionate about?
- I wasn't made aware of the time and financial commitments expected of me.
- Are there different levels of membership? Maybe project-based or part-time?
- Will there be guidance or help with leadership skills?

Things for consideration:

- What are we passionate about?
- What is our compelling purpose?
- Who do we want to join us?
- How do we communicate our pride in participation?

Flexibility. From non-members:

- I have children. I want to volunteer, but I also need to be a mom. Can I do this with Altrusa?
- I have an insane schedule. Do I have to be present at every meeting?
- Are projects planned for different times/days so that everyone will have a chance to participate in something?
- I want to do well. Can you make this easy for me?

From current members:

- We need to make and follow agendas for the meetings so that the meetings are efficient.
- I don't have time to do the planning for an event, but I do have time to give. If the organizers can tell me where to go and what to do, I'll be there.
- Let me pick and choose the projects I would like to be involved in—without repercussions.

Things for consideration:

- What would focus-for-results meetings look like?
- How can we make it easy for members to participate in activities without diluting the goals of the activities?
- What are the best ways for clear and effective communications about participation options? Club website? Newsletters? Emails? Facebook?

Inclusion. From non-members:

- Do I have to be a professional? What if I'm currently out of the workplace?
- Can men join? Or is this just for women?
- Do I have to be invited? Who does the inviting?
- How does member sponsorship work?
- Who makes the decisions in the Club?

From current members:

- I feel pressured to commit more time.
- It's been hard integrating into the Club; there's a very cliquish feel.
- I feel like there's an attitude if I'm not at every fundraiser or event. Where is the money we're raising going?

Things for consideration:

- What are our levels of participation and membership?
- How can we appreciate and thank our members?
- How do we build relationships across all age groups?
- Who do we want to join us?

The Altrusa Logo

The logo is composed of the ribbon graphic and the wordmark Altrusa along with the tagline "Leading to a Better Community." As a registered trademark, it cannot be altered in any way other than what appears in the approved guidelines. There should be clear space around the logo at all times. Please refer to International Policy 27: Requirements for the Use of Altrusa Trademarks.

(<http://members.altrusa.org/Publications/BylawsandPolicies.aspx>)

Make sure you understand the requirements for ordering logo items from Doc Morgan (or anyone else).

Typeface

In order to maintain consistency, the typeface Franklin Gothic will be the standard for all documents, including Word documents, newsletters, print collateral pieces such as brochures and rack cards, and email systems such as Outlook, Windows Mail, and similar software that allows you to select the font from a drop down list of fonts installed on your computer. Franklin Gothic, the font type, is generally a standard font included on Windows operating systems. If not already installed on your computer, it can be downloaded for free at <http://www.fontyukle.com/en/1.Franklin+Gothic>. Note there are several versions available; you will need Franklin Gothic Book for body copy and Franklin Gothic Demi for primary headlines.

Marketing Toolkit

Templates and marketing materials can be downloaded from the online Marketing Toolkit. (<http://members.altrusa.org/Publications/Toolkit.aspx>)

Chapter Nine: Communications

It is important, as president, for you to understand, use, and promote all types of communication in your Club. The electronic age has revolutionized communications, including Altrusa's. The leadership of any organization has no excuse for not keeping up with the necessary communication through electronics. The latest technology not only makes communication easier, but less expensive for Clubs.

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

Communication Tips for Presidents

Over-communicate. As a leader, you can never communicate too much. Use all methods of communication. You never know which method will be read by one of your members.

Be prompt. It is irritating for members to get necessary information after the fact. Consider having your secretary send out important information and action items before the official minutes come out.

Share information. Several times a year, presidents receive information from the International office. Much of the information is meant to be shared with specific committee chairs. It is your responsibility to get that information to the appropriate member.

Say thank you. Thank members in as many different ways as possible. Members need to be recognized for their hard work.

Be brief, be friendly, and be concise. Saying too much is as bad as not saying enough. Try to be concise, but get the point across. Altrusans are busy and don't have time to read long dissertations.

The Altrusa International Website

Access the Altrusa International, Inc., website at <http://www.altrusa.org>. The website is an important tool for both the president and members, and prospective members. Many valuable resources are available to download, and you may also keep abreast of information concerning Club 21, ASTRA, and the Altrusa Foundation, as well as the upcoming International Convention, history, and general background information. You can access Altrusa resources on the member section of the website by logging in. Don't have a password? Contact the International Office.

The public section has information to share with potential members, sponsors, and community leaders, including Altrusa FAQs, history, what we do, how to get involved, and ASTRA.

Chapter Ten: Files and Reports

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

Permanent files should contain the following items:

- Copies of all minutes of Club meetings
- Copies of all minutes of Board of Directors meetings
- Copies of all District Conference reports
- Copies of reports of International Conventions and International Executive Committee and Board of Directors' meetings
- Officially approved copy of the Club bylaws
- A complete set of Club yearbooks
- A complete set of Club newsletters
- A complete set of District service bulletins
- The Club charter
- An approved Recommendation for Membership form for each member in the Club
- Annual membership dues reports for at least the preceding five years including membership information forms
- The Club chronicle, scrapbook, awards received, correspondence relating to special Club projects
- Copies of Form 990, if applicable (United States Clubs only), and the proof that it was accepted.
- Records of filing and required government annual forms related to incorporation and not for profit status.

Working files should contain these items:

- The most recent dues report
- Club reports for the past two years
- File folders for each Club officer and committee chair
- Reports/mailings received from District officers and committee chairs
- Current issues of International's official publications
- Current District Service Bulletins
- Latest procedures and reports on the Altrusa International Foundation Inc.
- Information about District Conference and fall workshop for current year
- International Convention materials
- Materials from International office
- President's personal Altrusa files

Club Annual Report

As part of Altrusa International Inc., it is necessary for all Clubs to provide Altrusa International with information concerning their progress toward the completion of the goals, objectives, and strategies outlined in the International Long Range Strategic Plan. This is done through the completion of the Club Annual Report. The data collected is used by the District and International boards and the International Long Range Planning committee to provide information about Club activities so these groups can better serve Clubs. The report is not meant as a means of checking up on Clubs. Data provided through the annual report also is used to determine which Clubs earn the Distinguished Club designation.

As president, you are responsible for the completion of this report. You may choose to do this by yourself, with a group of Altrusans, or by delegating it to another officer. International will alert all District Governors and Club presidents when the report is available to be completed online. Follow their instructions on when the reporting cutoff date is. Once the reporting period has closed, individual Club reports and District summary reports will be made available online in the secured area of the International website.

Reporting Roster of Club Officers and Committee Chairs

The preferred method for reporting new Club officers and committee chairs would be for either the Club president or Club treasurer to log in to the International website and make and save the changes.

1. Go to www.altrusa.org.
2. Click on Member Login.
3. Enter your unique email address and password and then click on Login. You will be directed to the Welcome page
4. Select the Club tab. A drop-down selection box will display and then select Club Officers and Committee Chairs Roster (New Site). You will be redirected to the Member Management Center (Group Tally) where you will need to log in again.
5. To add or change a member's leadership position:
 - a. Click on the Members tab of your Club page
 - b. Find the member in the list and click on their name
 - c. Under Leadership, click New Member Position to add, Edit Position to change
 - d. Select the appropriate leadership title from the drop down menu, enter start and end dates, and click Add Position or Update Position

Please note: Do not remove a position once a term has been completed. Simply put in an end date if one is missing.

6. To add or change a member's administrative role:
 - a. Click on the Members tab of your Club page
 - b. Find the member in the list and click on their name
 - c. Under Administrative Role, click Edit Role
 - d. Select the appropriate administrative role from the menu, and click Update

Please note: updating either the Leadership Position or Administrative Role does not update the other category. Both must be updated separately.

If the Club President chooses to utilize the paper forms instead of the online option they may contact the International office for assistance. If you encounter any problems or have any questions regarding the foregoing, please feel free to contact the International office for assistance.

Chapter Eleven: Awards

Awards are an important part of any organization's function. They are a means of giving recognition for jobs well done and encouraging Clubs to continue their efforts. As an Altrusa leader, your role is to encourage your Club to reach out and apply for the many and varied awards offered by Altrusa International and your District. Applying for awards also provides opportunities to share your projects with other Clubs. Awards recipients are recognized at Conferences and Conventions for their efforts.

The current awards submission forms and instructions will be available online each year, and your District Governor or the International office can assist you if you cannot locate them. The current International-level awards include:

- Mamie L. Bass Service Award
- Letha H. Brown Literacy Award
- Dr. Nina Fay Calhoun International Relations Award
- Eleanor Roosevelt Humanitarian Award
- Altrusa International Foundation Inc. Community Leadership Award
- ASTRA End of Year Report (formerly Service Award)
- Distinguished Club Awards

District awards, such as those recognizing membership growth, outstanding Altrusans, perfect attendance, and contributions to the International Foundation, might be available from your District. Get more information from your District Governor.

General Guidelines for Award Submissions

Specific criteria are stated within the awards submission packet for each award, here is some general information.

- Entry deadlines vary by District. Your District Governor has probably given you a yearly calendar. Check to see if the due dates are included in it.
- The same project may not be submitted for more than one award each year. Your Club will have to decide which award to apply for if your project fits the criteria for all the awards.
- Each Club may make only one Letha H. Brown, Mamie L. Bass and Dr. Nina Fay Calhoun application in any one year. Fundraising projects are not eligible.
- The three International-level awards are first judged in the District by non-Altrusa judges. The annual first place winners at the District level go to International for final selection of the International winners.
- A winning project may not be submitted for an award again within the same biennium.

Mamie L. Bass Service Award

The Mamie L. Bass Community Service Award was established by the International Board of Directors in July 1963, as a memorial to the first national president of Altrusa. The name was changed to the Mamie L. Bass Service Award by the International Board of Directors in July 1975. Its objectives are:

1. To stimulate interest in developing action programs in the community that fall within the scope of Altrusa's program of service.
2. To encourage members of local Clubs to participate actively in service projects designed to meet specific local needs.
3. To recognize outstanding Club achievement in service to the community.

Letha H. Brown Literacy Award

The Letha H. Brown Literacy Award was established by the International board of directors in July 1993 to honor Past International President Letha H. Brown, who in 1977 introduced literacy as a major emphasis of the organization. The award's objectives are:

1. To stimulate interest in developing active literacy projects to serve their community.
2. To create an awareness of Altrusa and its commitment to literacy.
3. To encourage members of local Clubs to participate actively in literacy projects designed to meet specific community needs.
4. To recognize outstanding Club achievement in service to the community.

Dr. Nina Fay Calhoun International Relations Award

The Dr. Nina Fay Calhoun International Relations Award was adopted in 2003 as a memorial to the only International president who served two terms and who focused on the International aspect of our organization. The objectives of the award are:

1. To encourage and to stimulate international relations
2. To create an awareness of other cultures and people of the world
3. To recognize outstanding Club achievement in international relations

Eleanor Roosevelt Humanitarian Award

The Eleanor Roosevelt Humanitarian Award is named in honor of the legendary Eleanor Roosevelt, who included active membership in the Altrusa Club of New York City in her service-oriented life. It is Altrusa International's only award given to an individual member. Designed to recognize an Altrusan who makes a lasting contribution to community service as a result of involvement with Altrusa, recipients must have a distinguished service record at the local, District, and International levels. Hazel P. Williams received the first award in 1985.

Altrusa International Foundation Inc. Community Leadership Award

The Community Leadership Award will be presented at each biennial Altrusa International Convention during the Foundation event with the recipient selected from nominations submitted to the International Foundation by Altrusa Clubs. Nominations must be submitted directly to the International Foundation office in Chicago, Illinois, by the deadline set by the Community Leadership Award Chair. The Community Leadership Award recognizes individuals who have made significant contributions to their communities as volunteer leaders. Each Altrusa Club has an opportunity to recognize those individuals in their communities who are contributing to the welfare of others. Membership in Altrusa is not required. You may contact the International Foundation Administrator for deadline and application information.

ASTRA End of Year Report

The End of Year Report and its associated "rewards" replaced the old ASTRA Club Service Awards. The report, to be filled out each year before April 1 by each ASTRA Club, is designed to help keep open the lines of communication between the International office, the International ASTRA chair and vice chair, District ASTRA chair, and Club advisors. It will provide information that can be shared with all ASTRA Clubs. The report will also remind ASTRA Clubs of the many ways they can be assets to their communities. The report will not be used as a means of judging ASTRA Clubs. It is simply a tool for ASTRA Clubs and a form of communication.

Each ASTRA Club that turns in a report on time will receive a cord and year pin the first time they turn in a report; additional year pins will be given for each subsequent completed report received. The year pin is to be attached to the cord, and the cord is to be attached to the Club's ASTRA flag. Of all of the completed reports that are turned in on time each year, five will be randomly selected and each project/community need described therein will be given a \$100 donation from the Altrusa International Foundation. These donations will not only respond to community needs, they will also bring recognition to the supporting ASTRA Club, Altrusa International, and the Altrusa International Foundation.

Each report is to include both a paragraph and a sentence describing a specific community need/project which the ASTRA Club supports.

Distinguished Club Awards

The Distinguished Club Award recognizes a Club's activity and productivity at every level of program involvement: Service, Programming, Membership, Leadership, Communication and the International Foundation. Based on a points system garnered from the information submitted annually on the Club Activity Report, the award is a good indicator of all-around soundness. The award criteria also can be used to help you plan activities for the year.

Chapter Twelve: Altrusa International Foundation

The Altrusa International Foundation Inc. is a humanitarian, philanthropic organization whose mission is to empower Altrusans to provide effective, local community service programs. The Foundation was established in 1962 as a 501(c)3 not-for-profit corporation that accepts and administers contributions from Altrusa Clubs, individual members, and the general public for its programs.

Board of Trustees

The Foundation is independent of the Altrusa International association and is managed by the Foundation board of trustees, which is composed of eight voting trustees who are qualified Altrusans, elected by the delegate body of the Association at biennial International Conventions, and three non-voting, ex officio members of the board of trustees:

- Foundation Administrator & Secretary
- Legal advisor: a practicing attorney appointed by the board of trustees for a four-year term beginning in a non-Convention year.
- Association representative: a member of the Altrusa International executive committee, appointed by the Association president to serve a term concurrent with the term of the biennium.

The officers of the Altrusa International Foundation are chairman, vice and finance chairman, immediate past chair, and immediate past finance chair. The board of trustees elects its chairman and vice chairman from the five incumbent trustees. There are four standing committee chairs: Education, Development & Marketing, Finance, Community Leadership, and Grants.

Foundation Endowment Fund

The Endowment Fund, established in 1992, is the Foundation's legacy for the future and the chief source of income for all charitable activities of the Foundation. Only the interest income is used to support the Foundation's programs. As the Endowment principal grows, the Foundation is able to support more and more Altrusa activities.

Foundation Grants and Awards

The Altrusa International Foundation is a not-for-profit, philanthropic corporation established in 1962 and dedicated to improving economic well-being and quality of life through a commitment to community services and literacy. Its projects are funded largely through the donations of our members, and the Foundation awards grants back to Altrusa Clubs in two cycles per year.

Foundation Grants Program

Foundation Grants are awarded to Altrusa Clubs to implement local community service projects and/or assist individuals with vocational or educational grants. Altrusa International Foundation grants range from a minimum of \$250 to a maximum of \$2,000, based on need and funds available, and are subject to specific selection criteria for each category. An Altrusa Club is limited to one grant per fiscal year, and an individual is limited to only one Altrusa International Foundation Grant.

Grants Application Processing Schedule

The following is the grant application schedule, which is used by the Foundation Grants Committee in reviewing all applications:

September 15: Grant requests are due from Clubs at the International Foundation office.

October 31: Decisions are made on all applications received by the September 15 deadline.

November 30: Approved grant applications, received by the September 15 deadline, are funded.

May 31: Fall cycle follow-up reports due to the International Foundation office

March 15: Grant requests are due from Clubs at the International Foundation office.

April 30: Decisions are made on all applications received by the March 15 deadline.

May 15: Approved grant applications, received by the March 15 deadline, are funded.

November 30: Spring cycle follow-up reports due to the International Foundation office.

A Club may receive only one Foundation grant per fiscal year (June 1 through May 31). The Foundation reserves the right to make the final decision on all applications.

Club 21

Established in 1997, the Club 21 program is committed to supporting programs for children affected by disease and disability. As members of Club 21, Altrusans are given an opportunity to extend a hand to these children and their families. Programs currently supported by Club 21 include Ghana Health & Education Initiative (GHEI), Youth Futures International (YFI), Camp Sunshine of Aurora, Ohio, Camp Dreamcatcher of Kennett Square, Pennsylvania, and Cavett Kids of Oklahoma.

An annual contribution of \$21 (US) or more to the Altrusa International Foundation's Club 21 allows you to become a member and receive the special gold and white Club 21 pin, which signifies your participation. In addition, a contribution of \$210 by an Altrusa Club allows the Club to become a Club Level Club 21 member. The Club will receive a specially designed ribbon medallion upon its initial contribution, which represents the Club's support of the program. Districts may also participate in this program.

Disaster Relief Fund

The Disaster Relief Fund enables the Altrusa International Foundation to respond immediately to the traumas of natural disasters. The Foundation sends relief funds to accredited agencies around the world to assist victims of disasters. At the 2009 Altrusa International Convention in Indianapolis, the International Foundation unveiled two grant programs, which enhance the ability of Altrusans to assist in disaster relief.

International Foundation Disaster Relief Support Program

The International Foundation chair has the authority to initiate a contribution to the appropriate relief agency for any worldwide disaster as prescribed by Foundation policy. **Governors' Disaster Relief Fund** responds to disasters specific to their Districts. These funds support the first/immediate response programs of Altrusa International Foundation and other relief programs. Requests for disbursements from this fund are initiated by a District governor's request to the International Foundation. **Altrusa Club Disaster Recovery Service Grants** provide opportunities for Altrusa Clubs worldwide to address the unmet and otherwise unfunded needs of a community or area following a disaster. This will take place after immediate relief efforts have been initiated. Any disaster adversely affecting 100 or more individuals qualifies for programs to fill gaps left by other relief providers. Applications for these grants are initiated by a Club president, submitted to the District governor for approval and forwarded to the International Foundation office.

Lamplighter Recognition Program

The Lamplighter program recognizes an Altrusan, who contributes \$500 or more to the International Foundation in a calendar or fiscal year. The honoree receives a specially designed Lamplighter pin, which signifies participation in the program. The Lamplighter is awarded a diamond chip (placed in the pin) for each additional \$500 contribution in succeeding years. The Lucente Lamplighter was established in 2005 and is named in honor of Altrusa's retired executive director, Josie Lucente, who served as the Foundation's administrative assistant for more than 20 years. An Altrusan making a total of 10 contributions of \$500 or more receives a Lucente Lamplighter pin.

Foundation Materials

The following materials can be obtained from the International Foundation office in Chicago or downloaded directly from this Altrusa website:

- Grant Guidelines and Criteria
- Grant Applications (Project and Individual Grant Applications)
- Grant Follow Up Forms
- Mock Grant Application
- Foundation Brochures
- Club 21 Brochures
- Planned Giving Brochures
- Community Leadership Award Application
- Foundation Annual Report
- Local Club Foundation 501(c)(3) Information Packet
- IRS Form 990N
- Planned Giving Letter and Form
- State Raffle Laws Acknowledgement Form

District Foundation Liaisons

Each District appoints a Foundation liaison to promote understanding of the Altrusa International Foundation Inc. and its mission. The District liaison also serves as a communication link between the International Foundation board and the Altrusa Clubs. The names of the Foundation liaisons are available on the Altrusa International website, or you may contact the Foundation office.

Incorporating a Local Foundation

The information packet from the International Foundation can be downloaded from the Altrusa International website and will contain instructions, prototype articles of incorporation, and prototype bylaws.