Committee Management

Committees

- Adaptive
- Athletes Intel. Disability
- Wheel Chair
- Special Programs
- Adult League
- Adult Tournament
- A/Tournament – Car. Cup
- Awards
- Constitution and Rules
- CTA Advisory
- DEI
- Strategic Partnerships
- Finance and Audit
- Growth
- Grievance
- High School
- Investment
- Jr. Pathway
- Jr. Tournaments
- Jr. Section
- Parks and Recreation
- Sanction and Schedule
- Schools
- Service Recognition
- Team NC
- Tennis Pro Relations
- Tournament Bids
- Young Professionals

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Improve Committee Outcomes

18-pages

New Edition

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Standing or Task Force

Liaison Roles

Recommendations-Motions

COMMITTEE RESPONSIBILITIES

Committees are an integral part of successful organizations. Their purposes include: supplementing the work of the board and staff; engaging members; and developing leaders. The *Committee Responsibilities* guide clarifies responsibilities, authority, recommendations, smart practices, trends and risk avoidance.

Types of Committees

Standing Committees are identified in the bylaws and serve the duration of the year.

Subcommittees divide work amongst subgroups.

Task Forces and **Ad Hoc Committees** are appointed for a specific purpose. The committee disbands after completing the assignment. Because volunteers have limited time, consider using task forces or **Quick Action Teams** (similar to task forces but even shorter duration.)

Councils, Think Tanks, Brain-Trusts, Strike-Forces and Special Interest Groups are other committee names, often created to engage persons with similar interests, such as practice specialty, geography or ethnicity.

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Chairs and Liaisons

Every committee needs leadership.

The **chair** should have the best understanding of the purpose of the committee and the immediate tasks. He or she sets the tone for achieving results and engaging volunteers. The chair should be able to communicate a clear vision and desired outcomes.

Use a **vice-chair** or **co-chair** for sustainability. The position supports the chair and may become next year's leader.

Committee liaisons serve as an advocate and champion. A board liaison is the communication channel between the committee and board. The staff liaison is a link to management and resources.

Alignment in the Organization

Committees have a "fit" within the organization. Each has an explicit purpose often identified in the **governing documents** (bylaws, policies or committee purpose statements.)

Efforts of the committee should align with the organization's structure, strategic goals and resources. An org-chart will depict hierarchy and the relationship to the board and staff.

Trends in Committees

- There are no "sacred cows." Is the committee necessary?
- Elimination of standing committees in favor of task forces.
- Committees are all aligned with the organization's strategic goals.
- Technology use, on-line meetings and committee web portals.
- No silos. Committees should interface with other committees to collaborate.

Outcomes and Recommendations

Committees should produce *results*. For example, instance, creating new educational content, programs, publications, fund raising, a robust special interest section or enhancements in the organization.

Most efforts by a committee will require approval by the board. *Recommendations* should be in the form of a motion or resolution. A request to the board should be explicitly clear so that directors understand and approve.

When setting committee goals, be realistic about what can be achieved. Break projects into monthly or quarterly steps.

Committee Resources

Resources take the form of time and money:

Finances – The annual budget may have allocations for committees.

Time – Consider the value of a committee meeting by multiplying the # of persons involved x the length of the meeting x $50 hour wage/vale (minimum).

Information – "Read to Lead." Know the mission, bylaws, policies, strategic plan, budget and organizational chart.

"Some committees keep minutes and waste hours."

Committee "Want Ads"

Break projects into smaller tasks and then *advertising* for members who prefer short term commitments; another way to increase member participation. Seek out subject matter experts.

Planning Meetings

Whether meeting in person, on-line, or by conference all --- there is a pattern for successful meetings.

Before – Plan for the meeting with adequate *notice*, an impactful agenda, and enthusiasm for achieving results.

During – "The devil is in the details." From room set up to having the information at hand for making decisions, preparation is critical. Try to avoid motions to delay --- or poor decisions because the committee didn't have needed information. The likelihood for success is set by the attitude and vision of the chair.

After – Distribute a summary report or minutes. Follow up and promote accountability. Use technology and opportunities to connect in between the face-to-face meetings.

Meeting Details

1. Meetings need plenty of **notice** to maximize participation; consider setting a year-long calendar.
2. There must be a **compelling reason** to meet; postpone meetings if the purpose is not clear.
3. Create a written **agenda** of what needs to be accomplished; share the agenda and supporting documents with committee members in advance.
4. Involve the board and/or staff **liaison**. Their role is for *support*; not to run the meeting or serve as secretary.
5. **Rules of order** will help advance the agenda and maintain decorum.
6. **Chairing** the meeting is like conducting an orchestra. Try to engage each attendee, stick to the agenda, avoid distractions and sidebar conversations, and work towards consensus.
7. Meeting **minutes** are important to maintain accountability, reports, and to inform the board and staff[1].
8. Use **technology** when face to face meetings are difficult to plan. Collaborate on documents between meetings by using conference calls and shared on-line portals.
9. Set **guidelines**, such as meetings will start on time and information will be treated with confidentiality.

Risk Management

Committees are an extension of the board of directors and thus appear as representatives of the organization. Generally they DO NOT have authority to speak for the organization, expend funds or sign contracts.

Apparent Authority arises when a board chair, though *not* granting actual authority, permits a leader or committee to behave as if they had authority. Authority rests with the organization's chief elected officer (and his or her spokespersons) and should not be usurped by a committee.

[1] The IRS asks on Form 990 if committees with authority keep meeting minutes.

Antitrust Violations occur when two or more persons from the same industry or profession discuss and agree on suppliers, processes, prices or operations. Stop any conversation that would affect how business is conducted because of collusion among competitors.

Copyright laws must be respected. Be sure copyrighted materials are not mistakenly used when creating training curriculum or newsletter articles. Committee original works should belong to the organization, not the committee. [©]

Financial safeguards and insurance should be in place for all projects and events.

Public Records in most organizations are limited to IRS documents. Respect confidentiality!

Conflicts of Interest should be disclosed at the first meeting of the committee and throughout the year.

- **Committee Responsibilities©** LAMINATED
- **Board Responsibilities©** LAMINATED
- **Strategic Planning Guide ©** LAMINATED

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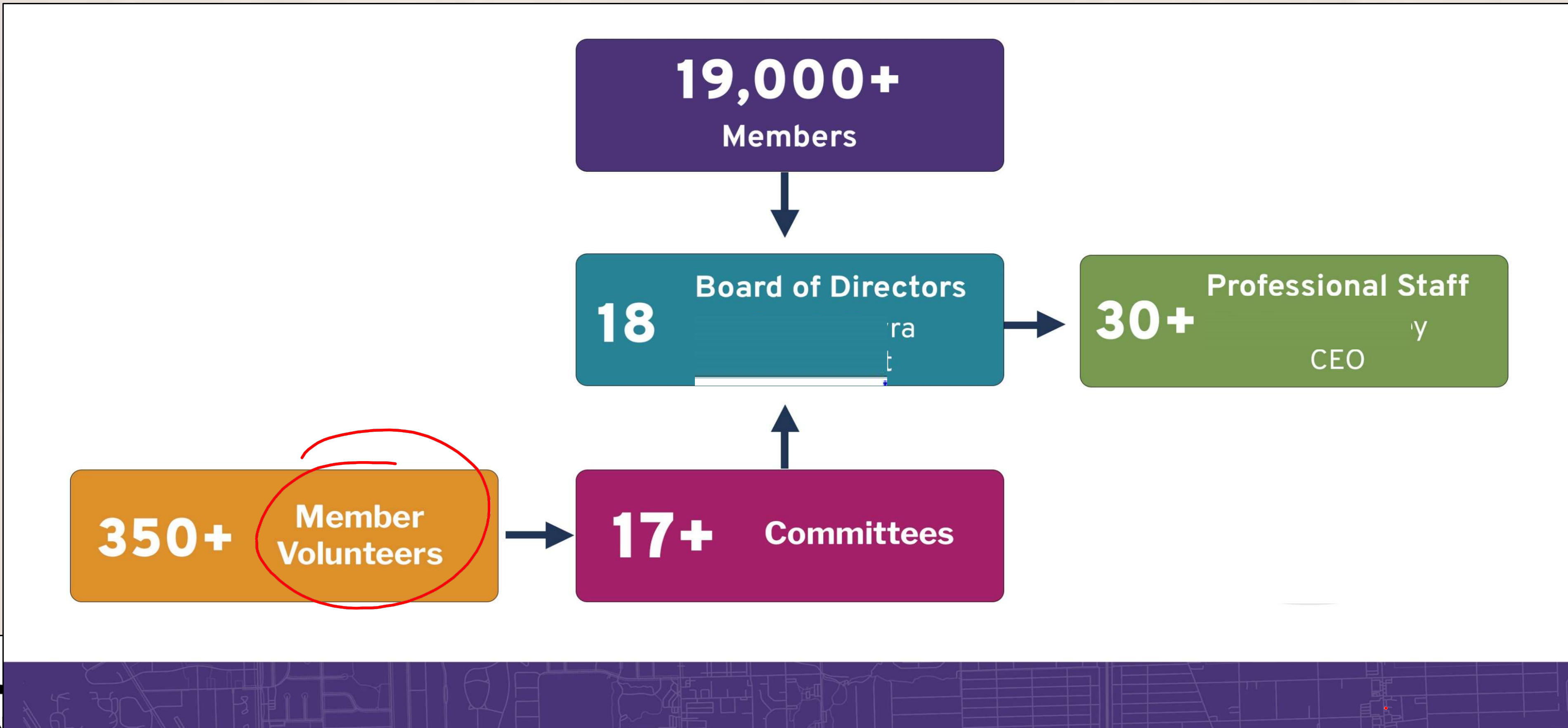
Internal Lines of Communication



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Committee Chair Duties

Before your first Committee meeting/First Meeting

- Meet with the staff liaison before your first Committee meeting
- Set your 3 top Goals for the year
  - ____
    - Strategic Plan Pillar ____________________________
  - ____
    - Strategic Plan Pillar ____________________________
  - ____
    - Strategic Plan Pillar ____________________________

Committee Charges

- Establish how the year's work in alignment with the approved strategic plan shoul accomplished.
- Assignments of all committee members should be communicated, ensuring that all understand.
- All committees should coordinate and cooperate; don't work in a silo.
- Submit interim, year-end, and other reports to the Board via the staff liaison.
- Monitor and evaluate the performance of committee members (do they attend, do they follow through, etc.)

Committee Budget

- If funds are needed, prepare a detailed budget request for consideration; budget requests should be submitted to the CEO and treasurer via the committee liaison for review and

Top 3 Goals?

Minutes/Reports

- Appoint a committee member to serve as "secretary" to prepare the minutes. The secretary should submit typed minutes to the committee chair no later than ten days after the meeting. If an action item needs to be submitted to the BOD, per policy, it must be submitted ten days before the next meeting.
- The chair should edit the minutes and send a final version to the staff liaison. Staff liaisons may wish to discuss the minutes with the chair for possible revision.
- Staff liaisons will reproduce the minutes and e-mail them to committee members and the CEO. A permanent record of all committee minutes is maintained with the Association.

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Committee Recommendations

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MOTION SHEET

Committee: ______________________
Date: ______________________
Chair: ______________________
Staff Liaison: ______________________
Recommendation(s)/Motion(s):

Executive Committee Action: That the Executive Committee recommends to the Board of Directors:

- ☐ Approved
- ☐ Referred to ________ for further study
- ☐ Postponement until ________________
- ☐ Defeat
- ☐ Approval with the following amendment:

Board of Director Action:

- ☐ Approved
- ☐ Referred to ________________ for further study
- ☐ Approved Exec. Comm. Recomm.
- ☐ Defeat
- ☐ Postponed until ___________
- ☐ Approved with the following amendment:

Strategic Plan Critical Goals *(please check all that apply)*:

- ☐ Goal 1: ***Lead*** – Understand, engage and serve the broad spectrum of membership.
- ☐ Goal 2: ***Promote*** – So members and consumers know we're the premier real estate resource.
- ☐ Goal 3: ***Educate*** – Elevate and prepare members to succeed in delivering professional services.
- ☐ Goal 4: ***Advocate*** – Proactively protect and defend property owners and the industry.
- ☐ Goal 5: ***Community*** – Strengthen the fabric of our communities through philanthropic efforts.

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Committee Report Form

Directions: Each committee should complete one of these forms and return it to their liaison 10 days prior to the board meeting, so it can be included in the agenda packet.

Today's date: ______________________

Committee name: ______________________

Most recent meeting date: ______________________

Issue(s) in question: ______________________

This committee is:

- Reporting with no action ☐
- Reporting Submitted in Writing ☐
- Recommending board action ☐
- Oral report to be given ☐
- Time Needed ___________

Funds Needed __________________ Budgeted Yes _________ NO__________

Background information and possible impact of the issue(s) being studied:

Recommendation for board action, if any (state in the form of a motion to be acted upon by the full board):

Approved by BOD _____________ Denied by BOD___________ Date___________