



***A GUIDE FOR OFFICERS
AND
EXECUTIVE SECRETARIES
OF
AREA COUNCILS***



**BOYS & GIRLS CLUBS
OF AMERICA**

FOREWORD

Area Councils are an important and powerful force in the Boys & Girls Club Movement. They provide a medium through which board members maintain their interest and active participation in the affairs of Boys & Girls Clubs of America while providing a forum for education.

As an arm of the Boys & Girls Clubs of America Movement, Area Councils are frequently the channel through which ideas, suggestions and proposals flow to the National Council of Boys & Girls Clubs of America. The councils are often called upon to implement the programs and projects needed to advance the strategic plan of the Boys & Girls Club Movement.

The purposes and objectives of an Area Council are set forth in this guide and the responsibilities of Area Council officers and executive secretaries are defined. Many practices and procedures that have been successfully used in planning and conducting Area Council meetings are also identified.

As an officer or executive secretary of your Area Council, you occupy a most important position. The success of your Area Council depends largely on your interest, commitment and leadership. The strength of your Area Council will be determined by your leadership in promoting the eight strategies of highly effective Area Councils: leadership development, planning, valuing diversity, focus on the mission of Boys & Girls Clubs, use of technology, collaboration and planned growth, Area Council Renewal and Celebration.

Boys & Girls Clubs of America's National Planning Commission recommended that "Every Club needs a strong volunteer board to achieve a high level of quality and long-term development. Development of strong boards, and capable individual volunteers to give solid leadership to local organizations, should become a major area of concentration."

This resource will be helpful to you in guiding the activities of your Area Council to achieve these goals.

Table of Contents

	Page
History of Area Councils	5
The Structure of Area Councils	5
Structure Involving Area Councils – An Outline	7
How Area Councils are Established	8
Membership in the Area Council	
The Purposes of an Area Council	9
Officers and Executive Secretaries of an Area Council and their Duties	9
Duties of the Chairperson	10
Duties of the Vice-Chairperson	10
Duties of the Executive Secretary	11
Area Council Liaisons	11
Area Council Committees	12
State Alliances	
Relationship of Regional Service Center Staff to Area Councils	13
Area Council Roster:	14
Officers	15
Membership	16
Committees	17
Area Council Bylaws	18
Suggested Area Council Bylaws	19
Meetings	20
Format	20
Number	21
Planning	22
Building the <i>BOARDROOM</i>	22
The Agenda	24
Suggested Topics and Subjects for Discussion	25
Planning	25
Board Education and Development	25
Human Resources and Staff Development	25
Financial Management	26
Resource Development	26

Suggested Topics for Discussion – continued	26
Program and Services	26
Marketing and Communications	27
Boys & Girls Club Facilities	27
Technology	27
Collaboration and Growth	27
Miscellaneous	
Check List for Area Council Meetings	28
Advance Planning Meeting	28
Program Planning Meeting	28
Registration Arrangements	28
Publicity Arrangements	28
Hospitality Arrangements	29
Hotel Arrangements	29
Dinner Arrangements	29
Awards Arrangements	30
Miscellaneous Arrangements	30
Post-Area Council Meeting Tasks	30
Criteria for Evaluating the Effectiveness of an Area Council Meeting	31
Standards of an Effective Area Council	32
A Checklist for Evaluating Area Councils	34
Area Council Dues	36
Disbanding an Area Council	36
Offices of Boys & Girls Clubs of America	37

History of Area Councils

At its Annual Meeting in New York City on May 4, 1944, the National Council adopted a new constitution which provided for the establishment of Area Councils. Since that time, Area Councils have been organized in practically every state in which Boys & Girls Clubs are located and, in some states, several Area Councils have been formed. These councils are fulfilling an important role in the structure of Boys & Girls Clubs of America (B&GCA).

The Boys & Girls Club Movement has been greatly expanded and strengthened as a result of the work of Area Councils. Proposals initiated by local Area Councils have resulted in changes in the Membership Requirements for Boys & Girls Clubs of America. Board members working together in Area Councils have raised millions of dollars to support programs for youth.

The Structure of Area Councils

Area Councils are an integral part of the Movement's organizational structure. Individuals working in Area Councils initiate and review ideas, suggestions and proposals for National Council consideration and they take action to support, amend or oppose proposals before the National Council.

The following illustrates the flow of communications from local organizations to the National Council.

Local Boys & Girls Club Organization

Every local corporation accepted into the membership of Boys & Girls Clubs of America and operating one or more Clubs in accordance with requirements and standards established by the National Council is considered an affiliated member of B&GCA. ***The board of directors of the local organization may submit recommendations for consideration by the National Council, most commonly by first submitting a recommendation to its Area Council. Every member organization in good standing with B&GCA is entitled to one vote in matters brought before the National Council.***

Area Councils

Each Area Council is made up of at least one volunteer member of the governing board and the chief professional officer of each organization in the Area Council. An Area Council liaison (board member) is appointed by each local Club organization. The Area Council: educates and motivates board volunteers; provides a forum for the exchange of ideas and information; **initiates recommendations of matters for National Council consideration**; and promotes the development of the Boys & Girls Club Movement.

National Area Council Committee

The National Area Council Committee (NACC) is composed of representatives from each region who are involved with Area Council matters. **The NACC serves as a conduit from Area Councils to the National Board of Governors for considering matters to bring before the National Council.** It promotes the growth, development, and effectiveness of all Area Councils.

National Board of Governors

The National Board of Governors manages the business, property and affairs of B&GCA and is responsible for fundraising to support the national organization. **The National Board of Governors initiates, approves and carries out plans and programs of service to member Boys & Girls Club organizations.** The National Board of Governors establishes Area Councils.

National Council

The National Council *establishes the requirements and standards for membership in B&GCA*; determines annual membership dues to be paid by member organizations; and acts on all matters which may properly come before it. **Each member organization has one vote on matters submitted to a vote at meetings of the National Council.**

Even though information and issues usually flow from local organizations to the National Council, as mentioned above, oftentimes ideas flow from the National Board of Governors or other levels of the organization back to Area Councils and to local organizations. Therefore, the structure might best be illustrated as **circle** flowing both clockwise and counterclockwise.

The roles and responsibilities of each entity in the structure are outlined below.

Structure Involving Area Councils – an Outline

National Council

- Provides constitutional governance of and establishes Membership Requirements for the Movement

National Board of Governors

- Determines operational policy
- Responsible for fundraising to support B&GCA
- Establishes Area Councils

National Area Council Committee

- Serves as conduit from Area Councils to National Board of Governors for consideration of recommendations of matters to bring before the National Council
- Promotes the growth, development, and effectiveness of all Area Councils

Area Council

- Educates and motivates board volunteers
 - Provide a forum for the exchange of ideas and information
 - Initiates recommendations of matters for National Council consideration
 - Promotes the growth, development and effectiveness of the Boys & Girls Club Movement
 - Structures annual meetings around the strategic plan of the Movement to help ensure the collective achievement of stated goals
- ▶ An Area Council chairperson is elected by each Area Council
 - ▶ An executive secretary is appointed by the chief volunteer officer of Boys & Girls Clubs of America
 - ▶ Staff support is provided by a Boys & Girls Clubs of America regional service director
 - ▶ An Area Council Liaison (board member) is appointed by each local Club
 - ▶ Each Area Council receives support from a National Area Council Committee Member

How Area Councils are Established

Area Councils are officially established by the Board of Governors of Boys & Girls Clubs of America. It designates the area in which a Council shall function and the Boys & Girls Clubs in the area that are eligible for membership in the Area Council.

Recommendations for the National Board of Governors' action in the designation of Area Councils are made through the National Area Council Committee.

Membership in the Area Council

Any member organization of Boys & Girls Clubs of America in good standing within the area designated is eligible for membership in the Area Council. Provisional Boys & Girls Clubs may be members of Area Councils, attend and participate in meetings, but they do not have voting privileges.

Member organizations in an Area Council shall be officially represented by at least one board member and the chief professional officer and such additional board members of each member organization as the Area Council for such area shall determine. However, all board members are encouraged to participate in Area Council activities.

Organizations located on military bases may be members of an Area Council and their representatives are encouraged to participate, even though they have no board representation.

After an Area Council has been established, any new Boys & Girls Club organization which is accepted into membership by Boys & Girls Clubs of America may become a member of the Area Council by requesting membership and being voted on by the members of the Council.

The Purposes of an Area Council

It is generally recognized that nationally and locally the Boys & Girls Club Movement must have the interest and active support of board volunteers if it is to progress and attain its greatest potential in service to youth. Area Councils provide a medium through which such volunteer interest and participation may be stimulated. The purposes of Area Councils are as follows:

- To periodically bring board members and chief professional officers of Boys & Girls Clubs within an area together to exchange information and to discuss plans, programs, methods, trends and common opportunities.
- To provide a forum for board education and competency development.
- To work and plan together for the benefit of local Boys & Girls Clubs, the national Movement and youth
- To assist individual Boys & Girls Clubs with their problems
- To interpret the purposes and programs of Boys & Girls Clubs to the public
- To plan joint consideration and action with other organizations and agencies
- To provide opportunities for conferences with the governors, trustees and staff of Boys & Girls Clubs of America
- To assist in the planned growth goals of the Boys & Girls Club Movement
- To get acquainted and exchange ideas with board members from other Boys & Girls Clubs through fellowship opportunities

Officers and Executive Secretaries of Area Councils and their Duties

Annually or biannually, each Area Council elects a chairperson and perhaps one or more vice-chairpersons. These officers must be board volunteers.

An executive secretary, who shall be a chief professional officer of a member organization, is appointed by the chief volunteer officer of Boys & Girls Clubs of America. The Area Council recommends to Boys & Girls Clubs of America the individual it feels should be appointed as the executive secretary of the Council. Usually, the chairperson and the executive secretary will be from the same organization.

Duties of the Chairperson

It is the responsibility of the chairperson to give the Area Council such leadership as is necessary to keep the Council active and functioning effectively. His/her duties are as follows:

- Guide and lead the program and work of the Area Council
- Preside at all meetings of the Area Council
- Appoint committees
- Serve as ex-officio member of each committee
- Be a member of the National Council of Boys & Girls Clubs of America and represent his/her Area Council at the annual meeting of the National Council, but without voting privileges
- Assist Boys & Girls Clubs of America with the presentation of National Service Recognition Awards
- Encourage the expansion and improvement of the Boys & Girls Club Movement in the area

Duties of the Vice-Chairperson

- Perform the chairperson's duties in the absence, resignation or inability of the chairperson to act
- Chair a major committee or project as appointed by the chairperson
- Assist in promoting participation by member Boys & Girls Clubs in Area Council activities

Duties of the Executive Secretary

The executive secretary is the representative of Boys & Girls Clubs of America in Area Council affairs. The executive secretary's duties are:

- Serve as liaison officer between the Area Council and the staff of Boys & Girls Clubs of America
- Assist with planning the program and activities of the Council
- Work closely with the chairperson of the Area Council
- Serve as ex-officio member of Area Council committees
- Promote the Area Council and the Boys & Girls Club Movement in the area
- Keep Boys & Girls Clubs of America informed regarding plans, programs, activities and progress of the Area Council
- Keep minutes of Area Council meetings and supply the chairperson, Boys & Girls Clubs in the Area Council, and Boys & Girls Clubs of America with copies of the minutes within three weeks after a meeting of the Area Council
- Receive and disburse funds, keep a true and accurate record of all receipts and disbursements of the Council. (In the event the Area Council has a treasurer, the individual in this office will perform these duties.)
- Transfer minutes of meetings, important documents and correspondence to the new executive secretary when his/her term of office expires.

Area Council Liaisons

A major objective of the National Area Council Committee is to have each member Boys & Girls Club organization appoint a board member who will serve as an Area Council liaison. Ideally, this person will be a “key” board member, perhaps a past chief volunteer officer (CVO), who recognizes the importance of helping his/her Boys & Girls Club keep abreast of the Movement and various activities of other Boys & Girls Clubs.

Specifically, the Area Council liaison will be expected to:

1. Attend the annual planning meeting of his/her Area Council, presenting the ideas and suggestions of his/her Club for consideration on the program of the next Area Council meeting.
2. Attend and participate in the annual meeting of the Area Council
3. Promote attendance and participation in the annual meeting of the Area Council and National Conference by members of his/her own board of directors.
4. Provide at least quarterly reports on Area Council activities at his/her Club board meetings
5. Assure that his/her Club reviews, discusses and adopts a formal position on issues of Boys & Girls Clubs of America governance which may be voted on from time to time.
6. Present and interpret Area Council objectives and initiatives to his/her Boys & Girls Club.

Area Council Committees

The chairperson should be empowered by the Area Council to appoint committees or task forces to assure interesting, well-planned and effective Area Council meetings.

Boys & Girls Clubs of America recommends that all Area Council members serve on one of three committees whose work is aligned to the Movement's Strategic Plan specifically: education, collaboration and growth. Support committees such as nominating and membership, special events and ad hoc committees may be created as needed.

State Alliances

Boys & Girls Clubs of America recognizes the value of local Boys & Girls Clubs working collectively as Area Councils and creating separate state alliances under B&GCA's 501(c)(4) strategy. The purpose of the state alliance initiative is to organize a collective body of Boys & Girls Clubs into a single force of leverage and influence to secure state funding to benefit the needs of the member organizations of the alliance.

State alliances are being developed under the leadership of B&GCA's Office of Government Relations and are considered to be separate but operating in partnership with local Area Councils to achieve the purposes outlined above. Demonstrated success in the implementation of an organized state alliance under the direction of the Government Relations staff and your regional service director will result in additional resources and funds for your Area Council.

For more information on organizing a state alliance, contact the Office of Government Relations and/or your regional service director.

Relationship of Field Services Staff to Area Councils

One of the major responsibilities of the Field Services staff of Boys & Girls Clubs of America is to help Boys & Girls Clubs establish Area Councils and to assist with the planning of interesting, enjoyable and productive meetings and activities. Regional service center staff stand ready to assist Area Councils as needed.

It is essential that there be a close working relationship between the regional service center staff and the officers and executive secretaries of Area Councils. Regular communications should be maintained to assure and maintain the strong partnership between local Clubs and the national organization.

Area Council Roster

A roster of the Area Council officers, affiliate members and committees should be on file in the offices of the chairperson and executive secretary. These lists should also be made available to the regional service director.

The regional service director will work with the executive secretary to assure optimal communications within the Area Council and with Boys & Girls Clubs of America and the Movement.

Members of the Area Council should send any changes in contact information to the executive secretary and the regional service director. The information provided to the latter will be maintained in Boys & Girls Clubs of America's *National Data Base Management System* (NDMS). This file will facilitate communications to and between all.

An updated roster with new officers should be compiled each year (or every two years) following the annual meeting.

Regional service directors will assist in sharing completed rosters in a format as below with all member organizations of the Area Council.

AREA COUNCIL OFFICERS

NAME OF AREA COUNCIL	DATE: _____
OFFICERS <i>(Include: name, term of office and other relevant information)</i>	CONTACT INFORMATION
<u>Chairperson</u>	Address: Phone No.: E-Mail Address: Fax No.:
<u>Vice Chair</u>	Address: Phone No.: E-Mail Address: Fax No.:
<u>Vice-Chair</u>	Address: Phone No.: E-Mail Address: Fax No.:
<u>Vice-Chair</u>	Address: Phone No.: E-Mail Address: Fax No.:
<u>Executive Secretary</u>	Address: Phone No.: E-Mail Address: Fax No.:

Membership of the Area Council

NAME OF AREA COUNCIL	DATE: _____
MEMBER ORGANIZATIONS <i>(Include name and other relevant information)</i>	CONTACT INFORMATION
	Address: Phone No.: Fax No.:
	Address: Phone No.: Fax No.:
	Address: Phone No.: Fax No.:
	Address: Phone No.: Fax No.:
	Address: Phone No.: Fax No.:
	Address: Phone No.: Fax No.:
	Address: Phone No.: Fax No.:

Area Council Committees

NAME OF COMMITTEE	DATE: _____
	CONTACT INFORMATION
	Address: Phone No.: Fax No.:
<u>(RECOMMENDED) COMMITTEE</u>	MEMBERS
<u>Education</u> Chairperson:	_____ _____ _____ _____ _____
<u>Growth</u> Chairperson:	_____ _____ _____ _____ _____
<u>Recognition</u> Chairperson:	_____ _____ _____ _____ _____
<u>Support Services</u> <i>(list)</i> <i>(list for each)</i> Chairperson:	_____ _____ _____ _____ _____

Use asterisk () to denote a chief professional officer*

Area Council Bylaws

Each Area Council shall have bylaws approved by Boys & Girls Clubs of America. The bylaws may be amended by the Area Council, but such amendments must be approved by Boys & Girls Clubs of America before they become effective. A copy of the bylaws and all amendments should be filed with B&GCA's Senior Vice President for Services to Clubs.

Suggested Area Council Bylaws

Article 1 (Name)

The name of this Area Council is _____ Area Council of Boys & Girls Clubs of America.

Article 2 (Purpose)

The Area Council is created for the purpose of exchanging information and collaboration by its members in connection with plans, programs, methods and opportunities; to provide a forum for education; to interpret the purpose and programs of the Boys & Girls Clubs to the public; to plan joint consideration and action with other organizations and agencies; to provide opportunities for conferences with the officers and staff of Boys & Girls Clubs of America; to assist in the establishment of new Boys & Girls Clubs; to assist in securing support for the Boys & Girls Clubs of America Movement and for any other purposes consistent with the purposes and policies of Boys & Girls Clubs of America, provided, however, that, in promoting any of the foregoing purposes, this Council shall not commit Boys & Girls Clubs of America to any financial obligation without the consent of Boys & Girls Clubs of America.

Article 3 (Membership)

The membership of this Area Council shall consist of member organizations of Boys & Girls Clubs of America within the (specify area – or list specific organizations to be included) area.

Article 4 (Meetings)

This Area Council shall meet at least two times a year, one of which shall be an annual meeting for the election of officers and the transaction of such other business as may legally come before it. The annual meeting shall be held at such time and place as the chairperson may designate as authorized by the Area Council and for which members have been notified.

Article 5 (Officers)

This Area Council shall elect a chairperson, vice-chair, and such other officers as may be desired. The officers shall be board volunteers from member Boys & Girls Clubs and shall serve a term of two years.

Article 6 (Duties of Officers)

Chairperson. It shall be the duty of the chairperson to preside at all meetings of the Area Council, to act as ex-officio member of all committees and to act as the representative head of the Area Council at all times. The chairperson shall serve as a member of the National Council of Boys & Girls Clubs of America, but does not have voting privileges.

Vice-Chairperson. It shall be the duty of the vice-chairperson to perform the duties in the absence, resignation or inability of the latter to act and to chair one or more committees or activities as appointed by the chairperson.

Article 7 (Duties of the Executive Secretary)

There shall be an executive secretary of this Area Council whose duties shall be: (a) to assist in planning the activities of the Area Council (b) to act as the liaison officer between the Area Council and Boys & Girls Clubs of America; (c) to notify each member of the Area Council of the time and place of meetings; (d) to keep minutes of Area Council meetings and file them with the Area Council chairperson, member organizations of the Council, and the regional service center of Boys & Girls Clubs of America; (e) send out notices regarding dues; (f) receive and disburse funds and keep a true and accurate record of all finances; (g) to provide a financial report of the Area Council at the annual meeting; (h) to perform any other duties incidental to the office and, in general to promote the Boys & Girls Club Movement in the area; (i) when term of office expires, to transfer records of meetings, important documents and papers to the new executive secretary.

Article 8 (Dues)

The membership dues for each member organization of this Area Council are \$___ per year.

Article 9 (Voting Privileges)

Each regular member organization of this Area Council will have one official vote upon all matters brought before the Area Council for vote. Provisional Boys & Girls Clubs may be members of this Area Council, but they do not have voting privileges.

Article 10 (Amendments)

The bylaws of this Area Council may be amended by a majority vote of the Council's membership, upon approval by Boys & Girls Clubs of America.

Meetings

If Area Councils are to achieve the purposes outlined in this guide; it is evident that meetings must be of interest to board volunteers and provide for their participation.

Format

Board volunteer interest cannot be sustained over a long period of time by solely devoting Area Council meetings to the presentation of awards at dinner meetings. Award dinners have their place in Area Council gatherings but should only be a part of a program involving the discussion of pertinent topics of interest to board members.

Many Area Councils devote an afternoon to the consideration of important topics, hold business sessions and then close the program with a dinner meeting. This pattern is both popular and successful. Recognition ceremonies should be included in the program as part of an overall strategy of board recruitment and retention.

Whatever plan of meeting is followed, it should be emphasized that ***board members*** should be involved in planning the meeting and as participants in the sessions.

Suggested Format for Conducting Area Council Meetings

The following material was designed to assist the Area Council chairperson and executive secretary in conducting meetings.

One format cannot meet the needs of all Area Councils. Distinction must be made between Area Councils that meet once or twice a year and those that are able to meet four or more times a year.

The one or two meetings that Area Councils have each year should follow formats that justify the long distances necessary for the attendance by board members. These meetings will often take the form of all-day sessions with a significant part of the day given to workshops highlighted by a luncheon meeting.

Those Councils which are in close proximity meet more often and formats usually are built around dinner meetings rotated among cities of member Clubs.

<u>SUGGESTED WORKSHOP MEETING FORMAT</u>		<u>SUGGESTED DINNER MEETING FORMAT</u>	
A.M.		P.M.	
9:30 - 10:00	Registration	4:30 – 5:30	State Alliance Meeting
9:30 – 11:15	New Board Members' Orientation	5:30 – 6:30	CVOs' or Committee Meetings
9:30 – 12:00	Chief Volunteer Officers' Orientation	6:30 – 7:00	Hospitality
		7:00 – 7:30	Business Meeting
P.M.		7:30 – 9:30	Dinner:
12:30 - 2:00	Luncheon & Kick-off Program (usually B&GCA speaker and business meeting)		<ul style="list-style-type: none"> • Program Speaker or Panel • Your Area Council Awards • Key Items of Interest and • Adjournment
2:15 - 3:00	Workshop		
3:00 - 3:45	Workshop or "Cracker Barrel" session		
3:45 - 4:30	Closing Remarks		
4:30 – 5:30	State Alliance Meeting		

The workshop format should include a ten-minute talk on a subject followed by discussion. Variations could have split workshops for large attendance, panel discussions or "buzz sessions."

Some workshop meetings may conclude with dinner following a hospitality session. The dinner enables the host Club to turn out a large number of board members and spouses for the occasion and lends itself well to award presentations.

Number of Meetings

The number of meetings Area Councils hold each year must be decided by each Council. The distances delegates must travel in an area usually determine the number of meetings that are held. It is recommended that Area Councils hold at least two meetings a year. Some councils may wish to meet more frequently, while others may find it impossible to meet more than once a year.

Planning

Area Council meetings should be planned well in advance of the date of the meeting. This will enable those who are responsible for publicizing the meetings to do an effective job. The responsibility and assignments of all committees and individuals should be clearly defined. It is important that meetings be planned in a matter so that delegates have an enjoyable time and feel that the meetings are productive.

Building the BOARDROOM

As stated, Area Councils are the primary forum in which board volunteers share information, learn from each other and network around areas of importance to their organizations – and to the Movement.

Assuring the existence of educated, competent and committed board volunteers has been listed as key in the Movement's Strategic Plan, *Foundation for the Future*. Having strong boards is critical to building the capacity of local Clubs and the Movement achieve its mission – service to youth.

In response to this need, Boys & Girls Clubs of America has developed the **BOARDROOM**. The **BOARDROOM** directly utilizes comprehensive training, consultation and technical assistance to support the education needs of our lay leaders. The **BOARDROOM** Tools and Training is a family of integrated, comprehensive resources for board of local Boys & Girls Clubs including:

- **Board Member's Handbook** - A synopsis of the board member's roles, relationships and needed competencies, which assists the board individually and collectively in carrying out processes and functions.

- **Board Briefs** – One-page summaries that cover a specific aspect of board and resource development that allows an organization to focus on a particular area of need. Designed as discussion topics for board meetings.
- **Governance Reference Guide** - A resource manual that accompanies the Board Development Workshop and contains a holistic overview of board development.
- **Resource Development Manual** - A primer on principles and B&GCA philosophy of resource development.
- **Resource Development Audit** - An organizational self-assessment instrument providing a snapshot of a Club's related level of proficiency. The audit is scheduled/administered by the regional service director/service center, or a regional service director/development where applicable. Plans for organizational growth in resource development are developed as a result of the audit.
- **Resource Development Manual** – As an outcome of the resource development audit, this primer on principles and B&GCA philosophy of resource development accompanies resource development training. The specific, targeted resource development training modules are provided to organizations completing the audit.
- **“Best Practices” Resource** – provides examples of successful board development and resource development strategies.
- **Web Page** – Located at www.bgca.net, the *BOARDROOM* is found in “Departments,” “Training & Prof. Development”, “boardroom”. The site allows board members to access information and resources related to board and resource development, including Area Council listings and other board orientation and development materials.
- **Planning Poster** – promotes the use of the *BOARDROOM* products. The poster allows board members or the CPO to plan a board development process and plan use of the *BOARDROOM* tools. It allows for charting a progressive path to a strong and effective Boys & Girls Club.
- **Marketing Resource** - Helpful hints to assist an organization position itself in the community to operate at its most effective level. (designed and maintained by B&GCA's Marketing and Communications Department)
- **Chief Volunteer Officer's (CVO) Guide** – A manual designed to assist the chief volunteer officer to excel in what is sometimes a complex and diverse role.

- **Recognition** – Recognition is given to an organization that completes 4 to 12 modules of *BOARDROOM* training with 60% of its full board. In addition, each board volunteer receives a recognition piece upon completion of 8 hours of training. An organization completing the Resource Development Audit and a minimum of 4 modules of targeted resource development training is also recognized.

Area Council officers are encouraged to plan to use annual meetings to provide *BOARDROOM* training and development program around the areas of board governance and resource development covered in the *BOARDROOM* training and tools.

BOARDROOM training modules will be provided at Area Council meetings, board leadership conferences, and Boys & Girls Clubs of America's National Conference. The strongest impact for an organization is for the local board members to request specific training modules through their regional service director or the regional service director may suggest the sessions. The impact on an organization is far greater when the board experiences the learning together.

The Agenda

A carefully developed agenda should be prepared for each meeting.

Subjects presented or selected for discussion should be of vital concern to the majority of Boys & Girls Clubs in the Area Council and of particular interest to board volunteers. Care should be exercised not to burden board members with discussion of commonplace activities.

Following is a list of suggested topics around which meetings and discussion may be based. These topics will help align Area Councils to the Movement's Strategic Plan. Some of the topics may be most effectively discussed by a panel, others might be presented by speakers, and still others may lend themselves to roundtable discussion and workshops.

Regional service directors will assist officers in developing agendas for meetings.

Suggested Topics and Subjects for Discussion

Planning

- Strategic Planning
- Standards of Organizational Effectiveness (SOE)
- Developing a Technology Plan for your Organization

Board Education and Development

- Assuring a Board Education and Development Plan Utilizing the *BOARDROOM*
- Board Competencies
- The Board's Roles and Responsibilities
- Board Structures and Relationships
- Assuring Board Diversity
- The Board/Staff Partnership
- Board Business
- The Board's Role in Fundraising for Clubs
- Board Recognition

Human Resources and Staff Development

- Assuring a staff development plan (Professional Development System [PDS])
- Establishing a Job Classification and Management Compensation Program (JCCMP)
- Creative Compensation
- Personnel Policies and Practices (Employee Handbooks)
- Assuring Diversity of Staff
- Reducing Staff Turnover: Retaining our Workforce

Financial Management

- Monitoring Expenditures/Assuring a Balanced Budget
- Fiscal Controls and Administrative and Operational Practices in Managing Finances
- Insurance and Investment Management

Resource Development

- Maintaining a Plan for Diversified Financial Support
- Major Gifts, Planned Giving and Endowment Acquisition
- Special Events
- Corporate and Foundation Support
- Government Funding/State Alliances

Programs and Services

- Focus on the Mission (Core Beliefs)
- Character Development
- Maintaining a Diversified Program
- Valuing Diversity
- Education Programs in Clubs (Project Learn, etc.)
- Career Preparation
- Attracting Teens
- Tracking Membership Data
- Impact Evaluation/Measuring Outcomes
- Membership Dues and Program Fees

Marketing and Communications

- Developing a Marketing Strategy
- Establishing a Public Relations Campaign
- Media Relations
- Cause-Related Marketing
- Private Sector Partnerships
- Crisis Management

Boys & Girls Club Facilities

- Maintaining Clean and Safe Facilities
- Assuring Adequate Facilities for Programs
- Assuring Gender Inclusiveness and Accessibility of Facilities
- Establishing a Facility/Equipment Usage Policy
- Maximizing Usage of Space

Technology

- Establishing a Technology Plan for your Organization
- Use of Technology in Program
- Use of Technology in Administration
- Use of Technology in Staff Development

Collaboration and Growth

- Establishing a Growth Plan
- Establishing Clubs in Nontraditional Settings (on Native American lands, in Public Housing, etc.)
- Collaborating with Other Community Agencies
- Partnering with Schools, Colleges and Universities
- State Alliances

Miscellaneous

- Services Available from Boys & Girls Clubs of America
- Alumni Relations

Check List for Area Council Meetings

(The following check list is suggested as an aid to Area Council chairpersons, executive secretaries and committees in planning, publicizing and conducting Area Council meetings.)

		<u>Assigned to</u>	<u>Completed (Date)</u>
1.	<p>Advance Planning Meeting to accomplish the following:</p> <ul style="list-style-type: none"> A. Determine an outcome statement for the meeting B. Determine date and location of Area Council meetings C. Establish committees and select committee members D. Set dates and places for committee meetings 		
2.	<p>Program Planning Meeting to accomplish the following:</p> <ul style="list-style-type: none"> A. Determine the program B. Select chairs, speakers and panelists C. Assign responsibility for securing chairs, speakers and panelists D. Prepare an agenda E. Assign responsibility for printed program 		
3.	<p>Registration Arrangements Assign responsibility for:</p> <ul style="list-style-type: none"> A. Securing "office" equipment and A/V needs B. Administrative support C. Tickets for dinner D. Sale of Dinner tickets E. Preparation of list of attendees (designating volunteer, professional, speaker, etc.) 		
4.	<p>Publicity Arrangements Assign responsibility for:</p> <p><i>(Note: many of the following items may be done electronically.)</i></p> <ul style="list-style-type: none"> A. Announcement to the members of the Area Council, National Area Council Committee liaison and regional service director at least two months in advance of the meeting. B. Follow up to publicity piece one month in advance of the meeting C. Sending final notice, program and reservation card two 		

		<u>Assigned to</u>	<u>Completed (Date)</u>
	<ul style="list-style-type: none"> D. weeks in advance of the meeting E. Writing news stories F. Before the meeting G. After the meeting H. Assuring that photographs are taken. I. Copying/sharing news release for use by delegates 		
	<p>5. Hospitality Arrangements Assign responsibility for:</p> <ul style="list-style-type: none"> A. Welcoming delegates B. Meeting speakers and special guests and providing for their comfort C. Parking D. Arranging tours E. Families' entertainment F. Information regarding the meeting and the city where it's held 		
	<p>6. Hotel Arrangements Assign responsibility for:</p> <ul style="list-style-type: none"> A. Securing the hotel B. Arranging for rooms for meetings, luncheons and dinners 		
	<p>7. Dinner Arrangements Arrange for the following:</p> <ul style="list-style-type: none"> A. Menu selection B. Head table: <ul style="list-style-type: none"> 1. Platform and setup 2. Setting of place cards 3. Flowers 4. Lectern 5. Microphone and other needed equipment C. Guest tables: <ul style="list-style-type: none"> 1. Arrangements 2. Markers D. Flag and B&GCA banner/podium signs E. Ash trays, if smoking is permitted F. Ventilation, lighting and heating 		
	<p>8. Awards Arrangements Assign responsibility for:</p>		

		<u>Assigned to</u>	<u>Completed (Date)</u>
	<p>A. Determining names, business and Boys & Girls Clubs represented by recipients of awards.</p> <p>B. Presentation of National Service Recognition (NSR) Awards (invite National Area Council Committee Member/other national representative). Use planning guide in NSR Program Tool Kit.</p>		
	<p>9. Miscellaneous Arrangements Assign responsibility for:</p>		
	<p>A. Displays and exhibits</p>		
	<p>10. Post-Area Council Meeting Tasks Arrange for the following:</p>		
	<p>A. Evaluate the meeting</p>		
	<p>B. Assign responsibility for writing thank-you notes</p>		
	<p>C. Mail/e-mail minutes of the meeting to the chair and members of the Area Council, the National Area Council Committee liaison, the regional service director and B&GCA's Senior Vice President for Services to Clubs.</p>		

Criteria for Evaluating the Effectiveness of an Area Council Meeting

The following list of questions may be used by the chairperson, executive secretary and regional service director to evaluate the effectiveness of an Area Council meeting:

	YES	NO
1. Was the meeting well attended by board members?	___	___
2. Was the registration of delegates handled well?	___	___
3. Were delegates properly welcomed and provided with good networking and fellowship opportunities?	___	___
4. Was the program of interest to board members?	___	___
5. Was the program well received?	___	___
6. Did board members participate in the sessions?	___	___
7. Were board members used as chairs and moderators/facilitators of sessions?	___	___
8. Were board members used on panels and as speakers?	___	___
9. Were board members used for resource purposes?	___	___
10. Were speakers and participants well prepared?	___	___
11. Was there a well planned agenda?	___	___
12. Was the agenda followed?	___	___
13. Did the meeting receive good publicity?	___	___
14. Did all committees carry out their assignments?	___	___
15. If a dinner meeting was held, was it well planned?	___	___
16. Did the National Area Council Committee liaison have an active role meeting?	___	___

STANDARDS OF AN EFFECTIVE AREA COUNCIL

Area Councils provide excellent opportunities to hold effective, board-driven events. They are designed to foster and deepen board volunteer commitment and ownership for the Boys & Girls Club mission locally, within the area, regionally and nationally as well as provide opportunities for education and networking. A commitment to Area Council excellence will reap great rewards in the growth and development of local Boys & Girls Club organizations and the Movement.

Adhering to the following standards will increase Area Council effectiveness and, in turn, strengthen the partnership between local organizations and B&GCA.

Communications

- ___1. All Area Council leadership, both volunteer and professional, receive the informational brochure on Area Councils, a copy of the Guide for Area Council Chairs and Executive Secretaries, a meeting planner, and a copy of the Area Council's bylaws.
- ___2. There is monthly communication between the Area Council chair and the regional service director and semi-annual communication to members and Area Council liaisons through the chair and executive secretary by letters, newsletters, phone call, and/or e-mail.
- ___3. National Area Council Committee members are communicated with on a frequent and timely basis in writing, by phone and in person. Assigned National Area Council Committee member attends the Area Council's Annual Meeting. Copies of all mailings are forwarded to the assigned members of the National Area Council Committee responsible for the local Area Council and other national representatives as needed.
- ___4. There is a written work plan agreed upon by the regional service director, the chair and the executive secretary annually.
- ___5. There is a specific role of involvement for the vice-chairperson and the incoming executive secretary.
- ___6. There is a formal process for electing Area Council leadership (ensuring diversity).
- ___7. The Area Council sends representation to the regional Area Council Leadership Forum annually - or the (national) Area Council Leadership Summit, if held - and information about the forum is shared with members of the Area Council.
- ___8. The Area Council conducts a needs assessment annually and information from the assessment is shared.
- ___9. All organizations in the Area Council have an active board volunteer serving as the Area Council Liaison who communicates to his/her board as needed.

Support

- ___1. The regional service director provides scripts and guides for all meetings to Area Council chairs.
- ___2. The regional service director cooperates with the chairperson and executive secretary to develop agendas for all meetings.
- ___3. The regional service director supports the timely mailing of meeting notices and information to the Area Council.
- ___4. The regional service director makes field visits to the chairperson and executive secretary to discuss the Area Council and its needs.

Coordination of Events and Technical Assistance

- ___1. The regional service director, chair or assigned board volunteer makes an on-site visit to the location where an event will be held.
- ___2. The regional service director, chairperson and executive secretary all sign off on event contracts.
- ___3. There is a communication link between the lodging coordinator and the regional service center, as well as with the local host/Area Council leadership.
- ___4. The regional service director provides leadership in identifying possible obstacles and planning for them. The Area Council strives for quality in location, price and service.

Program Planning and Partnership

- ___1. The regional service director takes the lead at planning meetings to direct and guide discussion on the development of the Area Council program.
- ___2. All speakers and program resources are coordinated and guided by the regional service director.
- ___3. There is a minimum of eight board members involved in the delivery of the Area Council program.
- ___4. There are few, if any, professional staff members involved in the delivery of a program component at the annual meeting.
- ___5. There is use of one external program resource, (B&GCA representative, Field Service Consultant or other).

A CHECKLIST FOR EVALUATING AREA COUNCILS

As this guide points out, the success of Area Councils determine the success of the Movement. Major elements of success include having a well oriented Area Council chair and executive secretary. You two, working in partnership with your regional service director, can plan productive meetings to lead the way in accomplishing B&GCA’s strategic goals. So, how are you doing?

This checklist will serve as a guide in helping you determine if your Area Council is functioning at its maximum potential. If you can answer most or all of the questions positively, then your Area Council is fulfilling its purpose in providing a meeting ground for Boys & Girls Club board volunteers and professional staff in promoting Boys & Girls Club programs to the public, in maintaining close association with Boys & Girls Clubs of America and in sponsoring projects relevant to the area and to the Movement. If you cannot answer positively, use the checklist to pinpoint your weaknesses so that you can reduce or eliminate them.

ADMINISTRATION	YES	NO
Is the <u>Guide for Officers and Executive Secretaries of Area Councils</u> used as a reference in carrying out the responsibilities of the Area Council?	_____	_____
Is the brochure: “Area Councils: The Positive Place for Board Members” used to orient participants to the purposes and projects of Area Councils?	_____	_____
Does the Area Council chairperson appoint sufficient committees to sustain a total and diversified calendar of activities?	_____	_____
Does the Area Council have a marketing and communications committee to help project the Boys & Girls Club image in the area?	_____	_____
Are suggestions and recommendations made by the National Area Council Committee carried out?	_____	_____
Are “Certificates of Appreciation” presented to Area Council chairs and executive secretaries after they complete their terms in office?	_____	_____
Are <u>signed</u> minutes of Area Council meetings mailed to your regional service center and to the Senior Vice President, Services to Clubs within ten days of the meeting?	_____	_____
Do the Area Council chairperson and executive secretary attend the annual B&GCA National Conference and Area Council activities?	_____	_____

ATTENDANCE AND PROGRAM

YES

NO

Does the Area Council hold at least two meetings a year?

Is the "Suggested Format for Conducting an Area Council Meeting" used in planning your program?

Is every effort made by the Area Council chairperson, Area Council executive secretary and the Field Services staff to promote the importance of Area Councils?

Is there adequate publicity regarding the promotion of an Area Council meeting and the results of the meeting?

Is there at least one annual planning meeting which brings the Area Council chairperson and/or secretary together with the Field Services staff?

Do board members actively participate in preparing Area Council programs?

Are at least two workshop sessions included in all Area Council meetings?

Is at least one subject of national interest discussed at each meeting of the Area Council?

Are workshops of the Area Council conducted around topics of current interest and concern to Clubs within the geographical area of the Area Council?

Are National Area Council Committee members invited to participate in the program?

Do all Area Councils within your region join together to sponsor a regional board members' conference at least every other year?

COLLABORATION AND GROWTH

Is there an active Planned Growth Committee? Is it accepting the challenge of establishing at least one unit or extension annually?

Has the Area Council adopted goals for growth in its area for the coming year?

Collaboration and Growth – continued

YES

NO

Have the organizations in the Area Council embraced the Movement’s strategic plan relative to growth?

Are newly affiliated member organizations officially invited and welcomed (on the Area Council level) to participate?

Area Council Dues

It is recommended that Area Councils maintain their own treasuries and charge reasonable dues to member organizations. The income derived from dues may be used to offset the general operating expenses of the Area Council. There may be other sources of income such as registration fees at Area Council meetings.

Disbanding an Area Council

Whenever, in the judgment of the National Board of Governors of Boys & Girls of America, an Area Council ceases to function in accordance with the purposes and policies of Boys & Girls Clubs of America, it may, upon notice to the chairperson, executive secretary, and member organizations of the Area Council and, after a hearing, if requested by such Area Council, disband the Area Council as an entity within the Boys & Girls Clubs of America Movement.

Offices of Boys & Girls Clubs of America

For assistance in all areas of Area Council activities, contact Boys & Girls Clubs of America's regional service center.

NORTHEAST

Boys & Girls Clubs of America Northeast Service Center
5 Hanover Square, 3rd Floor
New York, NY 10004-2657
Phone: 212.377.6440
Fax: 212.377.6441

SOUTHEAST

1275 Peachtree Street, NE
Atlanta, GA 30309-3447
(404) 487-5634 FAX: (404) 487-5757

MIDWEST

KEMPER MIDWEST TRAINING & SERVICE CENTER
1590 WILKENING ROAD
SCHAUMBURG, IL 60173
847-490-5220
847-490-5221 - FAX

SOUTHWEST

Boys & Girls Clubs of America
Southwest Service Center
2107 N. Collins Blvd.
Richardson, TX 75080
PH: 972-581-2360
FX: 972-581-2356

PACIFIC

4201 Long Beach Boulevard – Suite 101
Long Beach, CA 90807-2007
(562) 981-8855 FAX: (562) 981-8887

For assistance in organizing a state alliance, contact the Office of Government Relations for Boys & Girls Clubs of America as below.

OFFICE OF GOVERNMENT RELATIONS

1325 G Street, NW, Suite 500
Washington, DC 20005
(202) 478-6202

**BOYS & GIRLS CLUBS OF AMERICA
NATIONAL HEADQUARTERS**

1275 Peachtree St. NE
Atlanta, GA 30309-3447
(404) 487-5700 FAX: (404) 487-5757
www.bgca.org



**BOYS & GIRLS CLUBS
OF AMERICA**