How to Be an Organization's Secretary

Whether you are talking about a student council, political group or special task force, all organizations require a secretary. The secretary is arguably the most important officer as s/he is responsible for organizing, assimilating and disseminating information within and without the organization. They need to be organized, hardworking, intelligent, and possess excellent writing skills.

Decide that this is the right job for you. Some people think that it is easier to be secretary than treasurer or president, but many meeting veterans will tell you that the secretary's job is much more difficult.

Meet with the outgoing secretary if possible. Have him or her give you the previous meetings' minutes, correspondences, reports, administrative orders, etc. With any luck, these will already be well organized and ready for you to take them over.

Learn that good organizational skills make a good secretary. If your organization's office is not well organized, this is something that should be addressed right away. Use the office to store all relevant documentation and be consistent in your methods.

Develop good contacts and use them wisely. A friendly, professional demeanor is very important to an organization's secretary. You will learn very rapidly that most secretaries rely on an intricate network of friends and contacts to conduct day-to-day business.

Secretary
The responsibilities of the student organization secretary include but are not limited to:

- taking minutes at every student organization meeting;
- maintaining the student organization history for that academic year;
- verifying all student organization purchase requests;
- assisting with student organization projects where needed; and maintaining communication between the student organization president and individual participants (this may include emails, letters, and phone calls).

Other duties may include:
- Obtains appropriate facilities for organization activities
- Keeps a record of all members of the organization
- Keeps a record of all activities of the organization
- Prepares an agenda with the President for all meetings
- Notifies all members of meetings
- Prepares organization's calendar of events
- Keeps the organization informed of both organizational and university business
- Keeps and distributes minutes of each meeting of the organization
Creates and distributes agendas for each meeting of the organization
Maintains attendance at all meetings
Serve as the organization’s recognition and appreciation coordinator
Maintains organizational records and storage
Prepares and files any report required
Handles all official correspondence of the organization
Collects organization mail from the adviser or wherever mail is received
Represents organization at official functions
Remains fair and impartial during organization decision making process
Performs other duties as directed by the President

**How to record useful Meeting Minutes**

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You’re not alone. Most of us have sat through a meeting madly scribbling what we thought were minutes only to find out later that we’ve missed essential information or that the notes were never used.

**Why Meeting Minutes Matter**

Don’t give up, meeting minutes are important. They capture the essential information of a meeting – decisions and assigned actions. They keep attendees on track by reminding them of their role in a project and clearly define what happened in a group session. How many times have your colleagues been confused or in disagreement about what happened in a meeting? With minutes to refer to, everyone is clear.

What most people don’t know is that meeting minutes shouldn’t be an exact recording of everything that happened during a session. Minutes are meant to record basic information such as the actions assigned and decisions made. Then, they can be saved and used for reference or background material for future meetings relating to the same topic.

The following instructions will help you take useful and concise meeting minutes.

**Before the Meeting**

If you are recording the minutes, make sure you aren’t a major participant in the meeting. You can’t perform both tasks well.

Create a template for recording your meeting minutes and make sure you leave some blank space to record your notes. Include the following information:

- Date and time of the meeting
- The purpose of the meeting
- The meeting lead or chair’s name
Before the meeting, gather as much information from the host as you can. Ask for a list of attendees, as well as some information on the purpose of the meeting. This way you won’t need to scramble to understand what’s going on while you’re recording notes.

Decide how you want to record your notes. If you aren’t comfortable relying on your pen and notepad, try using a tape recorder or, if you’re a fast typist, take a laptop to the meeting.

During the Meeting
As people enter the room, check off their names on your attendee list. Ask the meeting lead to introduce you to meeting attendees you aren’t familiar with. This will be helpful later when you are recording assigned tasks or decisions.

Don’t try to record notes verbatim – it’s not necessary. Minutes are meant to give an outline of what happened in the meeting, not a record of who said what. Focus on understanding what’s being discussed and on recording what’s been assigned or decided on.

Record action items and decisions in your template as they happen – don’t wait until after the meeting to pull them out of your notes or you could make a mistake. If you don’t understand exactly what decision has been made or what action has been assigned, ask the meeting lead to clarify.

After the Meeting
Review the notes and add additional comments, or clarify what you didn’t understand right after the meeting. Do this while the information is fresh in everyone’s mind. Type your notes out in the template you created before the meeting – this will make the notes easier for everyone to read and use.

When you’re writing out your notes, use some of the following tips from the International Association of Administrative Professionals (IAAP).

Number the pages as you go so you aren’t confused later. Remember, though, that the minute-taker is responsible for providing good flow. Don’t force yourself to write the minutes in the actual chronological order of the discussion - it may not work.

Focus on action items, not discussion. The purpose of minutes is to define decisions made and to record what actions are to be taken, by whom and when.

Be objective. Write in the same tense throughout and avoid using people’s names except for motions or seconds. This is a business document, not about who said what.
Avoid inflammatory or personal observations. The fewer adjectives or adverbs you use, the better. Dull writing is the key to appropriate minutes.

If you need to refer to other documents, attach them in an appendix or indicate where they may be found. Don’t rewrite their intent or try to summarize them.

When you finish typing the minutes, ask the meeting lead to review the document for errors. Send the final copy of the minutes to attendees right away. Keep a copy of the notes (and the template) for yourself in case someone wants to review them later.

Recording meeting minutes ensures that the decisions and actions resulting from a meeting aren’t lost or forgotten. By taking the time to record proper meeting notes you’ll make sure the time and effort that goes into a meeting isn’t wasted.

The following pages contain information provided to help you understand the various duties that may be assigned to you as an organizational secretary. It is for information only and is intended to help you develop as a leader.
EXAMPLE OF MEETING MINUTES

Park Avenue Writers Meeting – 08 August 2015

Meeting called to order at 4:30 pm by meeting chair Jessalyn Boyce.

Members present:

Chair Jessalyn Boyce
Grace Grayson
Natalie Wilcox
Jon Mitchell
Luna Stanford
Sierra Winchester
Adam Monroe
Dick Richards
Nick Nicholas

Members not present:

Andrew Anderson (pre-arranged)
Andrea Anderson (pre-arranged)

Approval of Minutes

- Motion: To approve the minutes for 01 August 2012
  Vote: Motion carried
  Resolved: Minutes from the meeting on 01 August 2012 approved without modification

Treasurer’s Report

- Treasurer report was presented by Dick Richards.

Business
• Motion from Jon Mitchell: To select Luna Stanford’s manuscript for critique
   Vote: 6 in favor, 2 against, 1 abstain
   Resolved: Motion carried; Luna Stanford’s manuscript accepted for critique
• Motion from Luna Stanford: To replace the meeting table using committee funds
   Vote: 3 in favor, 4 against
   Resolved: Motion failed
   Amendment: Nick Nicholas volunteered to repair the table at no cost
• Motion from Sierra Winchester: To subscribe to Writer’s Digest using committee funds
   Vote: Motion carried
   Resolved: Subscription to Writer’s Digest to be purchased using committee funds.
   Amendment: Subscription will be in the name of Chair Jessalyn Boyce at special two-year rate

Meeting adjourned at 5:15 pm.

__________________________________________
Signature of Secretary

__________________________________________
Signature of President

__________________________________________
Signature of Advisor
Part II: Position Descriptions
Each student organization writes its own constitution and bylaws, which should outline the basic role of each organization officer. It is up to the members of the organization to assign responsibilities to a specific officer. Below are some possible position responsibilities that many organizations tend to use. Although a student organization’s constitution lists some specific position responsibilities, each officer should have the freedom to personalize his or her office. Individual interest areas and skills often dictate the amount of time an officer spends on a particular responsibility. However, a good officer learns to incorporate the basic responsibilities of the position.

Role of the President
Preside over all meetings
Call special meetings if needed
Schedule all meetings and other activities
Maintain files to provide for successor
Appoint committee chair people
Complete annual club registration and submit to Student Life
Attend President’s Round Table
Represent the organization at official functions and University events
Maintain contact with organization and advisor
Coordinate organization elections

Role of the Vice President
Assume the duties of the President as needed
Help President Plan organization activities
Coordinate organization recruitment
Represent organization at official events
Help coordinate officer elections

Role of the Secretary
Keep a record of all members of the organization
Keep a record of all organization activities
Keep and distribute minutes at meetings
Create and distribute agendas
Notify members of meetings
Prepare a calendar of events
Obtain facilities of organization activities
Role of the Treasurer
Keep all financial records of the organization
Pay bills and collects dues
Prepare financial reports
Prepare annual budget and present to the Fee Allocation Committee
Be familiar with accounting procedures and policies
Provide records to Student Life for annual audit
Meeting Minutes According to Robert's Rules

By C. Alan Jennings, PRP from Robert's Rules For Dummies, 2nd Edition

Minutes are important because they’re the only surviving record of what was said and done at the meeting. They can be dry and boring. In fact, it’s probably a good sign if they are! Most importantly, they need to be informative and easy to navigate for whatever the reader needs to know six months from now.

When you call a parliamentarian and ask for help, he’s going to want to see the minutes, and he’s going to need to find something important — maybe the exact words of a bylaw amendment that was officially adopted, or a tellers’ report that furnishes details on the vote tally. Simple organization of the facts and use of unpretentious language are the best attributes you can give your minutes.

You want your minutes to be readable, but you must be precise in the information you give. Your minutes provide the record of the action taken at the meeting, so they need to clearly memorialize the facts.

Composing your meeting’s minutes

To save you time and unnecessary work, Robert’s Rules spells out exactly what needs to go into your minutes.

The first paragraph needs to include this information:

- The kind of meeting (regular, special, annual, adjourned regular, adjourned special, and so forth)
- The name of the organization
- The date, time, and location of the meeting (don’t list the location if it’s always the same)
- A statement confirming that your organization’s regular presiding officer and secretary are present (or giving the names of the persons substituting for them)
- A mention of whether the previous meeting’s minutes were read and approved (and the date of that meeting, if it wasn’t a regular meeting)

Corrections to minutes are noted in the minutes being corrected; they’re not detailed in the minutes of the meeting at which the corrections were adopted. (The minutes of the meeting at which corrections were made should merely state that minutes of the previous meeting were approved as corrected.)

The body portion of the minutes needs to include this info:
• All main motions (except ones that are withdrawn), along with the name of the member making the motion (but not the name of the person who seconded the motion).
• Motions bringing a question again before the body (except for ones that are withdrawn).
• The final wording of the motions, either as adopted or as disposed of. If it’s appropriate to include mention of debate or amendment, you can note these items parenthetically.
• The disposition of the motion — including any adhering amendments — if it’s only temporarily disposed of.
• Information about the vote.
  o Counted vote.
  o Roll-call vote.
  o Ballot vote.
• Secondary motions not lost or withdrawn, where necessary for clarity (example motions include Recess, Fix Time to Which to Adjourn, Suspend the Rules, Postpone to a Particular Time, Ballot Vote Ordered, and so on). Allude to the adoption of secondary motions by saying, “A ballot vote having been ordered, the tellers. . . .”
• Notices of motions.
• The fact that an assembly went into quasi-committee or committee of the whole, and the committee’s report.
• All points of order and appeals and their subsequent dispositions, with reasons given by the chair for the ruling. (Rulings often establish precedent, so a careful record here is important.)
• The full text of any report that the assembly orders to be entered into the minutes. This situation doesn’t happen often because a reference to a written report is usually sufficient for the record.
• Any of the juicy and disorderly words that a member has said that get him “named” by the chair for being disorderly.

The last paragraph of your minutes needs to include the hour of adjournment. And that’s it! Well, except for the following additional notes to keep in mind when finalizing your minutes:

• The proceedings of a committee of the whole aren’t included in the minutes, but you do need to include the fact that the move into committee occurred and also include the report of the committee.
• When a question is considered informally, the same information should be recorded as in regular rules. Informality is permitted only in allowing additional opportunities to debate.
• The full text of any report is included in the minutes only if the assembly so orders.
• Record the name of any guest speaker and the subject of presentation, but make no summary of the speaker’s remarks.

Signing the minutes

Minutes are to be signed by the secretary and, if customary, may also be signed by the president. Minutes are your group’s legal record of its proceedings, and the secretary’s signature establishes evidence of the original document’s authenticity.
Approving the minutes

The minutes of one meeting are normally approved at the next regular meeting, following the call to order and opening ceremonies.

If the meeting is an adjourned meeting, you approve the minutes of your previous meeting (the meeting that established the adjourned meeting) before taking up business where you left off in that meeting. Also, the minutes of the adjourned meeting need to be approved at the next adjourned or regular meeting.

Minutes drafted ahead of time aren’t the official minutes until the members approve them. Because changes may be made in the minutes before they’re approved, it’s good practice for the secretary to note somewhere on the distribution copy that it’s a “draft for approval.”

When minutes are approved, the secretary annotates the original file copy with any corrections in the margin or retypes the minutes to include the corrections. The secretary then writes “Approved” on the minutes and adds both his initials and the date to the record.
59. Secretary, or Clerk. The recording officer is variously called Clerk, or Secretary, or Recording Secretary (where there is also a Corresponding Secretary), or Recorder, or Scribe, etc. The secretary is the recording officer of the assembly and the custodian of its records except such as are specifically assigned to others, as the treasurer's books. These records are open, however, to inspection by any member at reasonable times, and where a committee needs any records of a society for the proper performance of its duties, they should be turned over to its chairman. The same principle applies in boards and committees, their records being accessible to members of the board or committee, as the case may be, but to no others.

In addition to keeping the records of the society and the minutes of the meetings, it is the duty of the secretary to keep a register, or roll, of the members and to call the roll when required; to notify officers, committees, and delegates of their appointment, and to furnish committees with all papers referred to them, and delegates with credentials; and to sign with the president all orders on the treasurer authorized by the society, unless otherwise specified in the by-laws. He should also keep one book in which the constitution, by-laws, rules of order, and standing rules should all be written, leaving every other page blank; and whenever an amendment is made to any of them, in addition to being recorded in the minutes it should be immediately entered on the page opposite to the article amended, with a reference, in red ink, to the date and page of the minutes where it is recorded.

In addition to the above duties, when there is only one secretary, it is his duty to send out proper notices of all called meetings, and of other meetings when necessary, and to conduct the correspondence of the society, except as otherwise provided. Where there is a Corresponding Secretary these duties devolve on him, as well as such others as are prescribed by the by-laws. The by-laws should always clearly define the additional duties of the corresponding secretary if any are to be imposed on him. When the word "secretary" is used it always refers to the recording secretary if there is more than one.

The secretary should, previous to each meeting, for the use of the chairman, make out an order of business, showing in their exact order what is necessarily to come before the assembly. He should also have, at each meeting, a list of all standing committees, and such special committees as are in existence at the time, as well as the by-laws of the organization and its minutes. His desk should be near that of the chairman, and in the absence of the chairman (if there is no vice president present), when the hour for opening the session arrives, it is his duty to call the meeting to order, and to preside until the election of a chairman pro tem., which should take place immediately. He should keep a record of the proceedings, stating what was done and not what was said, unless it is to be published, and never making criticisms, favorable or otherwise, on anything said or done. This record, usually called the minutes, is kept as explained in the next section. When a committee is appointed, the secretary should hand the names
of the committee, and all papers referred to it, to the chairman of the committee, or some other of its members. He should indorse on the reports of committees the date of their reception, and what further action was taken upon them, and preserve them among the records, for which he is responsible. It is not necessary to vote that a report be "placed on file," as that should be done without a vote, except in organizations that habitually keep no records except their minutes and papers ordered on file.

60. The Minutes. The record of the proceedings of a deliberative assembly is usually called the Minutes, or the Record, or the Journal. The essentials of the record are as follows: (a) the kind of meeting, "regular" (or stated) or "special," or "adjourned regular" or "adjourned special"; (b) name of the assembly; (c) date of meeting and place, when it is not always the same; (d) the fact of the presence of the regular chairman and secretary, or in their absence the names of their substitutes, (e) whether the minutes of the previous meeting were approved, or their reading dispensed with, the dates of the meetings being given when it is customary to occasionally transact business at other than the regular business meetings; (f) all the main motions (except such as were withdrawn) and points of order and appeals, whether sustained or lost, and all other motions that were not lost or withdrawn; (g) and usually the hours of meeting and adjournment, when the meeting is solely for business. Generally the name is recorded of the member who introduced a main motion, but not of the seconder.

In some societies the minutes are signed by the president in addition to the secretary, and when published they should always be signed by both officers. If minutes are not habitually approved at the next meeting, then there should be written at the end of the minutes the word "Approved" and the date of the approval, which should be signed by the secretary. They should be entered in good black ink in a well bound record-book.

The Form of the Minutes may be as follows:

At a regular meeting of the M. L. Society, held in their hall, on Thursday evening, March 19, 1914, the president in the chair, and Mr. N acting as secretary, the minutes of the previous meeting were read and approved. The Committee on Applications reported the names of Messrs. C and D as applicants for membership, and on motion of Mr. F they were admitted as members. The committee on .......... reported through Mr. G a series of resolutions, which were thoroughly discussed and amended, and finally adopted, as follows:

Resolved, That..............................
..............................................
On motion of Mr. L the society adjourned at 10 P.M.

R....... N.......  
Secretary.
In keeping the minutes, much depends upon the kind of meeting, and whether the minutes are to be published. In the meetings of ordinary societies and of boards of managers and trustees, there is no object in reporting the debates; the duty of the secretary, in such cases, is mainly to record what is "done" by the assembly, and not what is said by the members. He should enter the essentials of a record, as previously stated, and when a count has been ordered or where the vote is by ballot, he should enter the number of votes on each side; and when the voting is by yeas and nays he should enter a list of the names of those voting on each side. The proceedings of the committee of the whole or while acting as if in committee of the whole, should not be entered in the minutes, but the report of the committee should be entered. When a question is considered informally, the proceedings should be kept as usual, as the only informality is in the debate. If a report containing resolutions has been agreed to, the resolutions should be entered in full as finally adopted by the assembly, thus: "The committee on ..... submitted a report with a series of resolutions which, after discussion and amendment, were adopted as follows:" then should be entered the resolutions as adopted. Where the proceedings are published, the method shown further on should be followed. If the report is of great importance the assembly should order it "to be entered on the minutes," in which case the secretary copies it in full upon the record.

Where the regular meetings are held weekly, monthly, or quarterly, the minutes are read at the opening of each day's meeting, and, after correction, should be approved. Where the meetings are held several days in succession with recesses during the day, the minutes are read at the opening of business each day. If the next meeting of the organization will not be held for a long period, as six months or a year, the minutes that have not been read previously should be read and approved before final adjournment. If this is impracticable, then the executive committee, or a special committee, should be authorized to correct and approve them. In this case the record should be signed as usual, and after the signatures the word "Approved," with the date and the signature of the chairman of the committee authorized to approve them. At the next meeting, six months later, they need not be read, unless it is desired for information as it is too late to correct them intelligently. When the reading of the minutes is dispensed with they can afterwards be taken up at any time when nothing is pending. If not taken up previously, they come before the assembly at the next meeting before the reading of the later minutes. With this exception the motion to dispense with reading the minutes is practically identical with the motion to lay the minutes on the table, being undebatable and requiring only a majority vote. The minutes of a secret meeting, as for the trial of a member, should not be read at a meeting that is open to the public, if the record contains any of the details of the trial that should not be made public.

Minutes to be Published. When the minutes are to be published. In addition to the strict record of what is done, as heretofore described. They should contain a list of the speakers on each side of every question, with an abstract of all addresses, if not the addresses in full, when written copies are furnished. In this case the secretary should have an assistant. With some annual conventions it is desired to publish the proceedings in full. In such cases it is necessary to employ a stenographer as assistant to the secretary. Reports of committees should be printed exactly as submitted, the
minutes showing what action was taken by the assembly in regard to them; or, they may be printed with all additions in italics and parts struck out enclosed in brackets in which case a note to that effect should precede the report or resolutions. In this way the reader can see exactly what the committee reported and also exactly what the assembly adopted or endorsed.

1. In many organizations it is preferable for the secretary to keep his original pencil notes in a pocket memorandum book which he carries to every meeting, and these original notes, as corrected, are approved and then copied into the permanent records. This plan usually results in neater records, but the original notes should be kept until they are carefully compared with the permanent records. In such case it is better to have the minutes signed by both president and secretary as a guarantee against errors in copying.
The Role of Bylaws under Robert's Rules

By C. Alan Jennings, PRP from Robert's Rules For Dummies, 2nd Edition

Under Robert's Rules — or any set of parliamentary rules — your group's bylaws comprise the fundamental rules that define your organization. Your bylaws should include all the rules your group determines are of such importance that

- They can't be changed unless the members get previous notice of any proposed change and a large majority (commonly two-thirds) is required to enact any proposed change.
- They can't be suspended even by a unanimous vote. However, a particular bylaw may be suspended if the bylaw provides for its own suspension or if it's a rule that otherwise would be considered a rule of order.
- An example of a suspendable bylaw is a provision that "the president shall preside at all meetings of the assembly." Because this bylaw is specifically a rule related to the duty of an officer in a meeting, it would otherwise be classed as a rule of order, and it could, therefore, be suspended. If there's any doubt as to whether a rule in the bylaws can be suspended, it probably cannot be.

Because bylaws are such a closely interrelated and customized set of rules, they're gathered in a single document. With the exception of any laws governing your organization or your charter, the bylaws take precedence over any and all other rules you may adopt.

Bylaws basically establish a contract between members and define their rights, duties, and mutual obligations. Bylaws contain substantive rules relating to the rights of members whether they're present in meetings or not. The bylaws detail the extent to which the management of the organization's business is handled by the membership, a subordinate board, or an executive committee. Adopting a motion or taking any action in conflict with your bylaws is wrong, and under Robert's Rules, any such action is null and void.

Whenever the U.S. Congress enacts a law that treads on the fundamental rights of a citizen, that citizen can take 'em to task and show Congress just how the law is unconstitutional. Well, bylaws are like that, in a way. Adopting a motion or taking any action that conflicts with your bylaws is wrong — and, under Robert's Rules, any such action is null and void.

Because of the nature and importance of bylaws, and because members' rights are spelled out there, give a copy of your bylaws to every member upon joining your organization. And give anyone considering joining your organization a copy if he asks. By joining, your prospective member agrees to be bound by these rules, and it's reasonable to want to look over your bylaws in advance.
How to Effectively Lead Groups

Leading a group of people can often be a tiresome, thankless job (akin to herding cats) and yet, many find the experience to be completely rewarding. Satisfaction is directly related to how well-functioning the group is. How to get a group of people to work together is both an art and a science. Volumes have been filled on numerous theories on how to make group more effective but mostly from a business context.

Outside of work life, groups form an important part of most everyone’s life. People are a part of at least several groups and they include a wide diversity of interests including: recreational sports teams, hobby groups, faith-based prayer groups, volunteering and charity organizations, playgroups. Groups form as long as there is a common interest. There’s often no boss to force people to participate in a group and so that leaves the leader to use more “carrot” than “stick” methods. We’ll outline some of the best advice on how to get groups in your own personal life to function better.

Steps

1. **Understand the motivations.** Don’t assume you know what people want. You really have to understand why they are participating and what they hope to get out of it. If you have good alignment amongst the members, then members will be motivated to participate. For example, you may have some people on a sports team who want to win the league championship and others who just want to learn. The best thing to do is to spend time with each member, ask open-ended questions and listen.

2. **Craft a good set of goals.** Once you understand what people want to get out of their experience in the group, it’s best to set up the goals that the group can largely agree on. Once the goals are established you can set up a great set of activities to support the goals. For example, a playgroup may have many different possible goals – perhaps the playgroup wants the kids to just focus on socializing. Others may want to have more of a religious-based instruction. Others may want to focus on learning a 2nd language. You may be surprised on how difficult this can be. Work together with your fellow members and agree on a good set of clear goals.

3. **Plan some great activities.** Once the goals have been agreed upon, brainstorm with the group to find a great set of activities to accomplish your goals. The best ideas rarely come from one individual – solicit opinions from group members, people from similar groups and from the Web. Think outside the box but also learn from the backs of others. Putting together a good schedule of activities will help make the group excited and engaged.
4. **Keep everyone on the same page.** Groups can quickly dissolve from lack of activity and communication. When it comes to people’s increasingly busy schedules, their personal lives often take a back seat to that urgent thing that regularly pops up. Direct and indirect communication is key to maintaining cohesion in the group, particularly as everybody has their own time. Regular get-together and meetings can help strengthen emotional bonds within the group. Setting up a group web page and group email is a great way to help provide indirect cohesion across time and space. For instance, using solutions like Qlubb enable a people to check the group calendar at any time and to volunteer on the sign up sheet at any hour. Setting up a central website and group email help provide needed communication infrastructure for the group for direct and indirect communication.

5. **Delegate, delegate, delegate.** Nothing makes members feel more involved in the group than when they take ownership. When leaders delegate they not only reduce their workload, but also get much needed “buy-in” from people who are involved in the process. When there are problems, don’t think you have to solve them yourself. Sometimes the critics are the best people to address the problems they are bringing up. Where possible, get volunteers and let them take responsibility for important things that make a difference.

6. **Lead by example.** Again, there are tomes written on leadership and no one article can summarize what it takes to be a leader. Pick the leadership style that works best for the group. Every group is different and has different leadership requirements. Beware of being the micro manager who must control everything. Be wary also be being so slack as to be irresponsible or lazy. Almost universally, good leaders lead by example, solicit ideas from everybody, listen carefully before acting, invest some time thinking a few steps ahead, and most importantly, trust their members.

**Tips**

- Be a benevolent dictator - make executive decisions when stalemate occurs, but always listen to multiple views. Make your decision-making process as transparent as possible.
- Keep communication transparent - be organized. Nothing is worse than a leader that is scattered brained. Keep the online group site up to date with dates, events, expectations, and task assignments.
- Give people responsibilities - and don't micro-manage. Make people accountable but give them the space to take on the job. Don't nit-pick, it really doesn't matter in the end what color the paper napkins were.
Robert's Rules: Using an Agenda to Produce Better Meetings

By C. Alan Jennings, PRP from Robert's Rules For Dummies

It's 7 p.m. on Tuesday night. You're attending the regular monthly meeting of your neighborhood association. Your president, Prissy Gardner (who was elected because nobody else wanted the job), is ready to start the meeting. Prissy's really a stickler when it comes to keeping the petunias watered at the front entrance to your neighborhood, but she thinks the board is just one big beautification committee. So, she starts the meeting off by going over last month's minutes — well, just the part about the new flowerbed she wants. When she gets through with that, she starts talking about the possibility of spending some money on a sprinkler system.

In spite of the great organizational tools and techniques available in Robert's Rules, for some reason meetings happen all the time in which presiding officers like Prissy fly by the seat of their pants — going over last month's minutes, rehashing old decisions, interspersing real discussions with commentary, and suppressing anybody who tries to move things along.

If you're unlucky enough to be a member of one such organization, then you already know the importance of knowing how to make a meeting run with a reasonable amount of dispatch. If not, then the future is now for anyone who can be efficient and effective when it comes to running meetings.

Understanding the agenda

You know the only way to get the most out of your time is to spend it wisely, and you want to make every second you have count. When it comes to meetings, the way to be efficient and effective simultaneously is to prepare and make good use of an *agenda*. An *agenda* is essentially a program or listing of the events and items of business that will come before the meeting.

It may be a detailed program covering several meetings in a session, or it may be a short list of the items of business to be handled in a routine board meeting. The agenda
may (but doesn't have to) indicate the hour for each event, or it may just show the total time allotted to each item.

The agenda may be *adopted* (that is, be made binding on the meeting), or it may simply be a guide to keep the meeting on track. Adopting your agenda is sometimes a good idea because it gets everybody in agreement with the meeting plan at the beginning of the meeting.

**Robert's Rules’ basic agenda**

Robert gives us an order of business but doesn't mandate any particular agenda. However, he does give us an agenda protocol that has been so widely used that it's almost universally accepted as a fundamental meeting plan.

Not everything in the agenda shown here is necessary in every situation, and your agenda may even need to be more extensive and detailed. But in its own right, this basic agenda is a great arrangement of events, consistent with the standard order of business discussed throughout this chapter; you can find it at the heart of just about every good business meeting you ever attend.

**Call to order**

When the time comes, start the meeting on time. A single rap of the gavel at the appointed hour and the declaration, "The meeting will come to order" is sufficient. You can't finish on time if you don't start on time, and everybody knows when the meeting starts. A good chairman is known for starting meetings on time and will always be respected for Robert's Rules: Using an Agenda to Produce Better Meetings - For Dummies http://www.dummies.com/how-to/content/roberts-rules-using-an-agenda-......

1 of 3 8/6/2015 1:36 PM doing so.

**Opening ceremonies**

Your group may customarily open meetings with an invocation and a recitation of the Pledge of Allegiance. Maybe you sing a hymn or the national anthem. The protocol is "God before country" (meaning you invoke the deity before you salute the flag), so plan to make your invocation before you say the Pledge. This part of the agenda is also the place to include any special opening fraternal rituals, a greeting given by one of your
officers, or anything else that might reasonably fall under the category of ceremony. You don't have to use it, of course, and in many types of meetings, you'll skip this item.

Roll call
If your group is a public body, or if you have a rule that certain officers must be in attendance before the meeting can proceed, this is the time to call the roll. But if you don't have a rule requiring it, you shouldn't waste your time on this item.

Consent calendar
This item isn't used often, except in specialized organizations such as public legislative bodies or a large professional society's house of delegates. A consent calendar quickly processes a lot of noncontroversial items that can be disposed of quickly by placing them on a list (the consent calendar) of items to be adopted all at once. The list can also contain special preference items to be considered in order at the appropriate time. This consent calendar is usually placed in an order of business by a special rule of order, and its placement is generally of relatively high rank.

Standard order of business
Everything on the agenda outside of the standard order of business is really just ancillary to the meeting. All the business really begins with the approval of the minutes, and ends when you're finished with any new business.

Good of the order
This is a time set aside for members to offer comments or observations (without formal motions) about the society and its work. The good of the order is also the time to offer a resolution to bring a disciplinary charge against a member for offenses committed outside of a meeting.

Announcements
This portion of the basic agenda sets aside time for officers (and members, when appropriate) to make announcements. However, the fact that this is an agenda item does not prevent the chair from making an emergency announcement at any time.
Program

If you're offering some other general presentation of interest to your members, whether it's a film, a guest speaker, a lecturer, or any other program, it should be presented before the meeting is adjourned. If you would rather conduct the program at some other place in the agenda, it may be scheduled to take place before the minutes are read or, by suspending the rules, inserted within the standard order of business.

Guest speakers are often on tight schedules, so it's quite proper for the chair to ask for unanimous consent to place the program at any convenient place on the agenda, even if the only convenient place is within the order of business.

Adjourn

This part of the agenda marks the end of the meeting — time to go home. But don't leave until the chair declares the meeting adjourned, or you may just miss something important.
SAMPLE MEETING AGENDA

Your Student Organization

Meeting Agenda
[Click to select date]
[Time]

Type of Meeting: [Description of Meeting]

Meeting Facilitator: [Facilitator Name]

Invitees: [Names of Invitees]

I. Call to order

II. Roll call

III. Approval of minutes from last meeting

IV. Open issues
   a) [Description of open issue]
   b) [Description of open issue]
   c) [Description of open issue]

V. New business
   a) [Description of open issue]
   b) [Description of open issue]
   c) [Description of open issue]

VI. Adjournment
# YOUR CLUB | MINUTES

**Meeting date** | **time** | **Meeting location**
---|---|---

**Meeting called by** | [Name] | Attendees
**Type of meeting** | [Purpose] | [Attendees]
**Facilitator** | [Name] |
**Note taker** | [Name] |
**Timekeeper** | [Name] |

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## Agenda topics

<table>
<thead>
<tr>
<th>Time allotted</th>
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<th><strong>Presenter</strong></th>
<th><strong>Name</strong></th>
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Discussion [Conversation]

Conclusion [Closing]

## Action items

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**Time allotted** | [Time] | Agenda topic [Topic] | Presenter [Name]

Discussion [Conversation]

Conclusion [Closing]

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Observers [Name]

Resource persons [Names]

Special notes [Type additional notes here]