

Club Leadership Structure and Duties of Executive Officers

The club's leadership structure, ordinarily set out in its bylaws, is largely a matter of custom, preference, and practicality. The critical leadership positions are the President, Vice President, Secretary, and Treasurer. The club's officers and various event and committee chairs usually comprise the Board of Directors, which establishes policy and provides overall direction for all club activities. Most clubs also find it convenient to appoint an executive committee comprised of the four main officers plus any other "key" officers or directors. The executive committee often performs a long-range planning role and acts for the board of directors or the entire club between meetings.

In general, the **president** and **vice president** of a club work with the executive committee and board of directors to determine plans and policies for Dartmouth regional activity. Listed below are the most common officers found in Dartmouth alumni clubs and their specific duties. Some clubs may have additional officer roles which are defined within their own by-laws.

PRIMARY OFFICERS

President

The president of a Dartmouth club holds a position of responsibility in Dartmouth affairs. The president must be an enthusiast and an optimist on Dartmouth matters and life in general, and must be dedicated and determined to plan and carry through an ambitious program of regular Dartmouth activity.

- Provides leadership and direction to the club organization;
- Understands and adheres to the Dartmouth Club Operating Guidelines;
- Presides at meetings of the club and oversees the activities of the executive committee and board of directors;
- Coordinates club activities through the executive committee and board of directors;
- Establishes short- and long-range objectives and goals in conjunction with the board of directors;
- Structures the organization to ensure continuity of leadership by providing opportunities for new leaders to develop and to be mentored;
- Represents Dartmouth and its alumni in the region by planning programs and publicity campaigns that support the College and build pride among alumni;
- Involves Dartmouth constituents in the region by planning activities that appeal to a wide spectrum of interests;
- Has overall financial responsibility for the club;
- Approves all club communications;
- Maintains regular contact with the Communities Team in Alumni Relations on club activities;
- Ensures the completion of the club annual report each year and submits it to Dartmouth by the stated deadline.

Vice President

The vice president of a Dartmouth club plays a very important role in the life of the club. Typically, the vice president will succeed the current president therefore must be fully engaged in all aspects of club activities.

- Presides at meetings in the absence of the president;
- Plans, coordinates, and recruits committees to manage a series of meetings and programs;
- Coordinates programs with the president and the executive committee and board of directors;
- Provides data on previous club events to allow the event chair to benefit from past experience and suggestions for improvement;

- Provides timely and interesting advance information for newsletters, social media, and mailings;
- Provides or coordinates information on forthcoming events to the secretary for inclusion in meeting notices or newsletters;
- Ensures strong leadership succession by identifying and recruiting new club volunteers;
- Provides mentorship to new officers

Secretary

- Handles the correspondence of the club and keeps records of it;
- Maintains official records of meetings;
- Informs officers of deadlines for reports, mailings, future commitments;
- Coordinates mailing of notices/newsletters to area alumni;
- Maintains a roster of officers and other board members with current address, including email, and telephone information;
- Distributes this roster to board members, the Alumni Councilor, and the Communities Team;
- Informs the Office of Alumni Relations of plans and activities by forwarding copies of all mailings and special reports;
- Advises the Office of Alumni Relations of address changes of local alumni if received;
- Encourages alumni to update their personal information on the online alumni directory;
- Maintains complete and up-to-date copies of the club's bylaws and other organizational documents

Treasurer

- Oversees club finances, collects dues, and receives other monies, e.g. proceeds from tickets;
- Follows best financial practices as determined by the Communities Team;
- Completes and submits the annual financial report to the Communities Team each year by the stated deadline;
- Assists the president and other officers in preparing program budgets and financial controls;
- Maintains and supervises club bank accounts;
- Ensures that there is more than one signatory on all bank accounts;
- Files IRS Form 990 (for organizations exempt from income tax) as necessary, and appropriate state forms to comply with fundraising statutes;
- Sends copies of completed tax forms to the Communities Team;
- Ensures that adequate budget and financial controls are maintained;
- Prepares and submits financial statements to the president and the executive committee and board of directors on a regular basis, i.e. all board meetings or at minimum quarterly;
- Pays all club bills on time.

Events Chair

- Collaborates with other members of the executive committee and board of directors to create and execute exciting, interesting events for the club constituency;
- Ensures the fiscal viability of all events;
- Maintains a list of events and statistics throughout the year in the online club annual report form;
- Submits attendance list to the Communities Team for any event featuring a Dartmouth College speaker, including faculty, coaches and senior administrators;
- Works closely with club secretary, communications chair and webmaster to promote upcoming events;
- Alerts Communities Team of upcoming events with details so the event may be placed on the College's "What's Happening" central calendar;

Communications Chair

- Publicizes club activities through email, social media and the club website
- Works closely with the Secretary to maintain records of correspondence

Webmaster

- Finds ways to use technology to improve organization's operations (e.g., communications and outreach);
- Develops and maintains club website and social media sites;
- Uses and informs other regional officers about technological resources available through the Office of Alumni Relations;
- Liaises with the communications chair and club secretary;

Executive committee and board of directors

- Concerned primarily with policymaking, long-range planning, and coordination with other alumni activities;
- Consists of the following officers with additional roles as defined by the club bylaws and/or constitution: president, vice president, treasurer and secretary;
- Serves the function of the Board of Directors in many clubs;
- Includes members with a variety of club and alumni experience;
- Meets at least twice a year or more if the size and location of the club so suggest;
- Plans a program of events and activities throughout the year;
- Should actively participate in all club affairs.

OTHER ROLES

District Enrollment Director

A District Enrollment Director (DED) is responsible for enrollment and interviewing of prospective students within a particular district of the country. For enrollment and interviewing purposes, the country is divided into regions, each of which is subdivided into districts as appropriate. Some districts include an entire state; others include no more than one county of a populous state. Each district and region is the responsibility of a specific admissions officer.

DEDs are appointed by the regional admissions officer of the College, after consultation with the local club president. In addition, in each district, there can be local interviewing chairpersons or "team captains," appointed by the DED. Applicants are referred to team captains by the College through the DED. The team captains then organize the interviewing of applicants for admission to the College. If possible, the team captains also attend high school college fairs when admissions officers are not able to attend.

The enrollment and interviewing organization in each district varies with its size, location, and number of alumni. The strongest enrollment areas, however, are those in which there is a strong Dartmouth club. Some logical ways in which clubs and enrollment workers can coordinate efforts are: to sponsor events that encourage applications to Dartmouth by local candidates; to outline plans for the enrollment year; to assign enrollment workers to work with individual schools as school representatives; to present Book Awards in local schools; to conduct gatherings for accepted candidates in the spring; and to arrange visits by College admissions officers with school counselors, candidates, parents, undergraduates, and potential applicants.

Enrollment work is an excellent way for DEDs to get younger alumni involved in local Dartmouth activities. Younger alumni have current information to share with applicants and they are usually interested in helping to find the "best" students in a local area. This initial involvement gives younger alumni an opportunity to meet other alumni, to learn more about local club activities, and to grow into other positions as they gain more experience.

Parents Chair

Parents of undergraduates can become an enthusiastic core of club members and should be encouraged to do so. Through direct personal contact, parents should be made to feel that they are an integral part of the club. The Parents Chair, a non-alumnus (if possible) parent of an undergraduate, serves as liaison by encouraging the participation of parents in all club activities. If enrollment within a club area is sufficiently high, the Parents Chair should appoint a

committee consisting of one or more parents representing each of the four undergraduate classes. In addition, the Parents Chair should plan at least one or two activities specifically geared to parents.

Scholarship Fund Chair

One important way in which a club can bring the energies and enthusiasm of its membership to bear on a vital need of the College is through the sponsorship of a club scholarship fund. Under such a program, the club undertakes to raise sufficient principal to provide an annual scholarship to a deserving student from the club area. Over fifty clubs now sponsor scholarship funds that boast a combined endowment of over twenty-one million dollars. The funds are held by the College and combined with the other College endowment funds from which they receive a pro-rata share of income each fiscal year. To administer such a program, the club should appoint a Scholarship Fund Chair.

Fundraising activities on behalf of the club scholarship are managed by the club executive committee and board of directors and should be coordinated through the Communities Team. Although several methods of raising funds are available to clubs, one of the most successful is a simple donation line on the club annual dues form. In addition, some clubs hold special fundraising events.

Clubs wishing to establish new scholarship programs or revitalize existing ones are urged to contact the Director of Stewardship at Dartmouth for assistance and advice.

Young Alumni Chair

Attracting and holding the interest of young alumni, those ten or fewer years since graduation, has become increasingly important and challenging, as clubs seek a smooth transition to younger leadership. A Young Alumni Chair, with fresh ideas and boundless enthusiasm, is a smart addition to the executive committee and board of directors of every club, if only to convey to all younger alumni that their interests are being recognized and their contributions welcomed. Mixers and house parties, hiking and biking trips, community service programs, overnight trips, class mini-reunions, or even youth-oriented seminar topics and speakers are examples of how a club might reach out to the more recent classes. The Young Alumni Chair will certainly try to enlist helpers and event committees, bringing in ever more numbers of young alums. The most attractive activity to many young alumni is enrollment and admissions work, since their knowledge about the current Dartmouth is freshest and it is usually much easier for applicants to speak with young alumni. Hence, the Young Alumni Chair and District Enrollment Directors (DEDs) might work together to bring young alumni to the club through the Admissions door. Teaming of an experienced interviewer with a recent graduate is an ideal combination. In addition, the Young Alumni Chair works closely with the Assistant Director for Young Alumni in Alumni Relations, who can provide assistance in organizing events.

Student Liaison Officer

As a member of the executive committee and board of directors of a local club, an undergraduate can play a variety of roles. An SLO can serve as an on-campus host for prospective applicants from their geographic area and coordinate high school visitations with the District Enrollment Director. In addition, they can be called on to speak at club meetings during vacations and to write columns on student life for the club newsletter. SLOs are appointed by the executive committee and board of directors, usually upon recommendation by the DED, and serve from three to four years (i.e. through the date of graduation).