


MANUAL FOR OFFICERS OF DARTMOUTH CLUBS

REVISED AND PUBLISHED
BY THE
OFFICE OF ALUMNI RELATIONS
REGIONAL AFFAIRS OFFICE



Originally Prepared by a
Committee of the
Dartmouth Secretaries
Association,
Dartmouth Alumni Council,
and the Dartmouth Club Officers Association

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To Dartmouth Club Officers:

The development of a successful alumni club is the result of the dedication and hard work by club officers, with support and direction from the staff of the Office of Alumni Relations. This manual is intended to serve as a guide in planning and coordinating your activities. It doesn't represent the only way to run a club or supplant the need for engaged volunteers at the local club level. It offers many observations and suggestions from alumni who have served as club officers. We hope you'll benefit from their experience. Thank you for all you do for Dartmouth! Good luck!

-Dartmouth Office of Alumni Relations

Important College Telephone Numbers

Admissions Office	(603) 646-2875
Alumni Continuing Education	(603) 646-9159
Alumni Records	(603) 646-2253
Career Services	(603) 646-2215
Club Mailings, Lists, Changes	(603) 646-3497
Club Scholarships	(603) 646-4083
Department of Athletics (Sponsors Program)	(603) 646-2465 (603) 646-2463
Office of Alumni Relations (FAX)	(603) 646-2258 (603) 646-1600
Secretary, Club Officers Association	(603) 646-1497
Email address for College Employees:	FirstName.LastName@Dartmouth.edu

Important and useful information can be found on the Office of Alumni Relations, Regional Affairs website at www.alumni.dartmouth.edu/Clubs

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DARTMOUTH CLUBS

PERSPECTIVE

When alumni clubs were first formed in the mid 1800s they focused on one role: fellowship. Today clubs must adapt to the changing lifestyles of an expanding alumni body, and their purpose has expanded to encompass support for enrollment, continuing education, community service and career counseling, as well as the still important role of fellowship. Developing a vision that embodies these roles is the challenge facing club officers today.

OBJECTIVES

The relationship established between the individual and Dartmouth College as a part of the undergraduate or graduate experience can and should continue through the alumni years. This relationship makes the alumni a strong force working with and on behalf of the College to further its purposes. Dartmouth Alumni Clubs play a major role in maintaining and strengthening ties between alumni and the College and in encouraging the fulfillment of the purposes and needs of both.

We suggest the following objectives as a guide to developing a vision for your club:

1. To initiate and promote activities that furthers the welfare and best interests of Dartmouth and contributes to alumni as individuals.
2. To foster communication about the changing nature of the Dartmouth experience and provide for the exchange of ideas and information.
3. To influence outstanding young men and women to select Dartmouth for their undergraduate or graduate education.
4. To offer programs of common alumni interest to stimulate thought on issues of the day.
5. To establish and maintain an ongoing relationship with area students so they will identify closely with the club and continue as active members after graduation.
6. To provide support for enrollment activities and Dartmouth programs in the area so that all alumni activities are enhanced and strengthened.
7. To assist in job development and career advising, including leave-term opportunities for students, for both alumni and students.
8. To establish and augment club scholarships to support deserving area students at Dartmouth.
9. To provide a mechanism for leadership development and continuity within local Dartmouth programs by providing increasing responsibility and challenge within the club organization.
10. To serve the local community.
11. To represent Dartmouth through programs and public relations that enhances the prestige of Dartmouth.

ORGANIZATION AND OPERATION

Who is Responsible for Club Operations?

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, Secretary, Treasurer and, in most cases, the District Enrollment Director. 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.

How are Club Officers Selected? For What Terms?

The process for selecting club officers can vary, according to the club's size and customs. Smaller clubs may find it most practical to dispense with formal elections by providing for a self-perpetuating Board of Directors, which appoints the officers and directors. Larger clubs may appoint a Nominating Committee, generally made up of three members with staggered terms, to recommend candidates for officer positions. A club usually elects at least four officers - a president, vice president, secretary, and treasurer. Terms generally are staggered with president and vice president serving two years, and secretary and treasurer serving three to five years. This provides continuity and experience in these important positions.

The annual meeting, with election of officers, should be held in the spring rather than the fall. Spring elections permit incoming officers to organize standing committees and a program for the coming year. In addition, the new officers can be included in the Alumni Officers Directory, which is compiled by the College each summer.

Do Your Own Thing!

Clubs, of course, set their own goals and programs. They are autonomous organizations sharing a common purpose. Successful clubs reflect the interests of their members, the interests and general character of their city or geographical area, and the careers of their members (i.e., retirement communities versus industrial communities).

The composition of the Board of Directors or Executive Committee should reflect the scope of each club's activities. Traditionally, the following areas are important:

- Alumni Continuing Education
- Book Award
- District Enrollment Director
- Career Advising
- Community Service
- Parents
- Public Information
- Communications
- Scholarship Fund
- Student Liaison
- Special committees named by the club president to handle special events.

A Dartmouth club can become the focus for all alumni activity in an area. This requires that club programs relate to other alumni and College activities. The leaders of those activities should be invited to join in the club's planning discussions, and the club should assist other alumni and College events whenever possible.

Incorporation and Tax Exempt Status

Dartmouth clubs are not immune from legal risks associated with club activities. For protection, clubs should purchase the liability insurance offered for a reasonable premium through the Office of Alumni Relations.

Clubs should also apply for tax-exempt status with the Internal Revenue Service and state taxing authorities. For the IRS, clubs can seek a determination letter, through the College, finding that they are an organization described under Section 501(c)(3) of the Internal Revenue Code (a charitable organization). Such a determination will allow club members to claim tax deductions for club membership dues (in most cases), scholarship fund contributions, and certain other contributions. It will also qualify the club for a bulk mailing permit, under which the club can do local mailings at rates comparable to the College rates. Federal tax returns need to be filed annually.

The College has received permission to assist clubs in filling for exempt status and its own EIN number under the College's umbrella. Please contact the Alumni Relations Office for application materials.

DUTIES OF EXECUTIVE OFFICERS

In general, the **president** and **vice president** perform the customary duties of their offices, and, working with the other officers, the Board of Directors and/or the Executive Committee, determine plans and policies for Dartmouth regional activity. More specifically:

The President

- Provides leadership and direction to the club organization;
- Presides at meetings of the club, its Board of Directors and its Executive Committee;
- Coordinates club activities through the Executive Committee;
- 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;
- 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 press releases;
- Maintains contact with the Office of Alumni Relations on club activities.

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 have the courage to plan and carry through an ambitious program of regular Dartmouth activity.

The Vice President

- 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;
- Provides data on previous club events to allow the event chairperson to benefit from past experience and suggestions for improvement;
- Provides timely and interesting advance information for newsletters, media-releases, and mailings;
- Provides or coordinates information on forthcoming events to the secretary for inclusion in meeting notices or newsletters.

The 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 Office of Alumni Relations;
- Informs the Office of Alumni Relations of plans and activities by forwarding copies of all minutes, mailings, and special reports;
- Advise the Office of Alumni Relations of address changes of local alumni;
- Maintains complete and up-to-date copies of the club's, bylaws and other organizational documents.

The Treasurer

- Oversees club finances, collects dues, and receives other monies, e.g. proceeds from tickets;
- Assists the president and other officers in preparing program budgets and financial controls;
- Maintains and supervises club bank accounts;
- Files IRS Form 990 (for organizations exempt from income tax) as necessary, and appropriate state forms to comply with fundraising statutes;
- Ensures adequate budget and financial controls are maintained;
- Prepares and submits financial statements to the president and the Executive Committee;
- Pays all club bills.

Executive Committee

The Executive Committee is primarily concerned with policymaking, long-range planning, and coordination with other alumni activities. In many Clubs, the Executive Committee serves the function of the Board of Directors. The Executive Committee includes members with a variety of club and alumni experience and meets at least twice a year or more if the size and location of the club so suggest. Many productive ideas emanate from a well-balanced Executive Committee. District Enrollment Directors should be asked to become active members of the committee for the duration of their appointment. In addition, some clubs consider their Alumni Councilor to be an ex-officio committee member.

The Executive Committee should plan a program of events and activities throughout the year and should actively participate in all club affairs. The Executive Committee is also empowered to act for the entire club between meetings.

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; they are automatically club officers. 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.

Public Information Chair

"Names make news," and the Public Information Chair can do much to publicize Dartmouth locally by reporting to the local press the names of alumni who are handling committee work, making plans for coming Dartmouth events, etc.

When a speaker from the College is scheduled to meet with a club, advance publicity in the form of pictures and biographical material can be sent to the club president for the Public Information Chair. This should be given to the proper news media with additional local information such as names of Dartmouth men or women in charge of arrangements and the details of the meeting. The presence of an officer of the College in your city also gives you an opportunity for a press interview. Thorough plans might be made with your papers for reporters and photographers to meet with the speaker—preferably the afternoon of your dinner to permit meeting early deadlines for the next morning's papers.

This important activity can result in much increased publicity for Dartmouth in your area if handled resourcefully and thoroughly by your Public Information Chair.

The Public Information Chair should send clippings from your local press to the College News Service to keep the College informed of local media coverage.

Publicity is important and can be secured by proper planning and work by qualified people.

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 fifteen million dollars. The funds are held by the College and combined with the Associated 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. The Chair works closely with the Donor Engagement and Stewardship Office of the College in the selection of the recipient of the club award. Normally this award is made to an entering freshman and is continued for the four undergraduate years.

Fundraising activities on behalf of the club scholarship are managed by the club executive committee and should be coordinated through the Office of Alumni Relations. Although several methods of raising funds are available to clubs, one of the most successful can be the sponsorship of special events.

Alumni donations to club scholarship funds held by the College are tax deductible and receive credit toward total class giving. They are not, however, credited as Alumni Fund contributions.

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

Student Liaison Officer

As a member of the Executive Committee 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, usually upon recommendation by the DED, and serve from three to four years (i.e. through the date of graduation).

Young Alumni Coordinator

Attracting and holding the interest of young alumni, those fifteen or fewer years since graduation, has become increasingly important and challenging, as clubs seek a smooth transition to younger leadership. A Young Alumni Coordinator, with fresh ideas and boundless enthusiasm, is a smart addition to the Executive Committee 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 YAC will certainly try to enlist helpers and event committees, bringing in ever more numbers of young alums. It bears repeating that 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 Coordinator 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.

Continuing Education Officer

This officer will create and manage a seminar which may be co-sponsored with the Office of Alumni Relations, with the help of a committee established by the officer. Some clubs do a co-sponsored seminar annually, others every two or three years. The Continuing Education Officer can also provide various other educational events that take advantage of local museums, aquariums, zoos, botanical gardens, theaters, research establishments, historical associations, etc. In many of these institutions, Dartmouth alumni in key positions can give the club special access to private collections, celebrities, civic leaders, etc. With imagination and good organization, a few of these programs during the year can build a strong club membership. Club studies show that seminars and other educational events are the club activities most likely to attract new members.

Club seminars co-sponsored with the Office of Alumni Relations are described further under club programs. The Continuing Education Officer works closely with the Director of Alumni Continuing Education to select topics, faculty and dates, and will use some ingenuity in finding a place to hold the seminar. Alumni Continuing Education undertakes a limited number of co-sponsored seminars each year, so clubs wanting to take advantage of this system must contact the Director a year in advance, and may need to join a waiting list. However, the other kinds of academic programs outlined above may serve as a way to build enthusiastic support for a cosponsored seminar when it occurs.

Webmaster

- Finds ways to use technology to improve association operations (e.g., communications and outreach);
- Develops and maintains association website;
- Uses and informs other regional officers about technological resources available through the Office of Alumni Relations
- Liaises with Webmasters Association.

UP-TO-DATE RECORDS

An important responsibility of every club secretary is to maintain an accurate address list of all local alumni and parents. The Office of Alumni Relations provides each club with a list of current addresses, including email addresses, and phone numbers. Clubs should order updated lists two or three times between these annual mailings in order to have the most current information available.

Alumni data files can be requested through the Office of Alumni Relations. Upon request the club can receive a excel spreadsheet of alumni from their area.

Club officers are reminded that as they become aware of new alumni/parent addresses, these should be reported promptly to the Alumni Records Office at Alumni.Records@Dartmouth.edu.

All list requests, change information, and other inquiries should be directed to the Office of Alumni Relations, 6068 Blunt Alumni Center, Room 103, Hanover, NH 03755-3590; Telephone (603) 646-3497.

Immediately upon receipt of notice of an alumni death, the Alumni Records Office will send a club secretary a postcard, listing his or her name and class and the date of death. **BE SURE THIS NAME IS REMOVED FROM YOUR MAILING LIST IMMEDIATELY.** The Alumni Records Office frequently learns that families are still receiving mail from clubs months after notification of a death. By the same token, club officers should notify the Alumni Records Office if they learn of a local death.

MAILING SERVICES

The Office of Alumni Relations provides a mailing service at a reasonable price, with the very latest addresses and with the fastest turnaround possible. The College also subsidizes two club mailings every year; one in the early fall and the other in the spring. A club must use these mailings to raise dues and provide an overview of club activities.

Clubs with more than 200 members should consider using the College's non-profit third-class bulk-mailing permit. Rates change but as we go to press bulk mail costs 17 cents for 2 ounces instead of \$0.44 for first class. Delivery time is longer for third-class mail, but it is worth the savings if you have the time. In most cases, 7-8 working days are required to process a club mailing. Calling the Office of Alumni Relations in advance can help speed the process.

The mailing list for your club includes all alumni, parents of current students and widows living in the ZIP areas covered by your club. This list also includes alumni of Tuck, Thayer and the Medical School. We cannot differentiate between dues-paying and non-dues-paying members, or graduates or non-graduates.

Club secretaries should check promptly when there is evidence of a bad address. Failure of alumni to receive club mailings is a danger sign that requires immediate action. Check with the person's office or home by phone; follow-up through classmates or other friends; check with the telephone information operator. Ideally, none of your alumni should be "lost" for more than a few days with prompt and persistent checking to find the new

location.

An excellent way to put Dartmouth visitors in touch with your club is to carry a listing in your local telephone book. The club secretary's home or business number can be carried under a listing such as "Dartmouth Club of Houston."

The College requests that you add the Office of Alumni Relations to your mailing list to receive copies of all club announcements, letters, bulletins, postcards, dues bills, etc., that you send to your membership. These samples will keep the College posted on regional activity and will provide valuable material for alumni club bulletins to pass suggestions on to other clubs about your program. If electronic copies of your club announcements and bulletins are available, send them to Anita.K.Brown@Dartmouth.edu. **If we are made aware of an event, we will add it to the "What Happening" calendar on the alumni website.**

It may seem like a small matter, but officers are urgently requested to answer correspondence from Hanover promptly.

FINANCING CLUB ACTIVITIES

A healthy and active alumni club will generally require a strong dues paying membership to support overhead expenses such as mailing and printing costs to announce club activities. To support the dues solicitation effort, the College will fund the cost of two general club mailings, provided that a dues notice be included in each mailing. Clubs should solicit for dues most vigorously during the fall, taking advantage of the College's funding of a newsletter mailing. To avoid any conflicts with the Alumni Fund effort each spring, clubs should try to get their second College-funded mailing out early in the winter or use it largely to catch dues procrastinators. Experience shows that including and invoice for the dues together with a return envelope, significantly increases participation.

The experience of clubs has been that 15% or less of a club's mailing list will pay dues. It has been generally accepted that nominal annual dues- of \$20-\$30 will be sufficient to fund overhead costs. To support the active interest of young alumni, considered to have graduated within the last fifteen years, some clubs offer discount dues of \$15 or so. Conversely, clubs should offer the opportunity for members to contribute at higher levels which will cause them to be recognized as "sponsors", "patrons", "sustaining members" or the like.

Clubs are encouraged to budget their expenditures annually to ensure a sound treasury. This should be the general responsibility of the club treasurer. The treasury should not be called upon to meet deficits for individual club activities such as luncheons, dinners, alumni continuing education programs, etc. These programs should be budgeted to break even or show a profit on their own merits. Subsidizing these activities through the general treasury should only be considered when the club treasury is unusually strong and the event has the full support of the Executive Committee.

Many clubs support scholarship funds and high school book awards programs. These activities can be expensive and should be funded through annual contributions or individual sponsorship whenever possible to minimize the impact on the club treasury.

A safe and sound club treasury is founded upon an active dues solicitation, proper budgeting of club activities, and prudent monitoring of mailing and printing expenses. As a club becomes more proficient in managing these factors, it will have greater financial flexibility to broaden its appeal to all alumni within its region.

CLUB PROGRAM

By planning a varied program of club activities, including social, educational, cultural, and/or community service activities, club officers can generate maximum interest among alumni, students, and parents of all ages. However, keep your plans realistic according to the size and composition of your membership. Having a few well-planned, well-attended events is definitely preferable to having many events but low turnouts.

Club programs should pay for themselves and rarely should be financed from the club treasury. Generally, inexpensive events have greater appeal and therefore greater participation than expensive dinner meetings, particularly among younger alumni. Encourage participation by offering dues payers and/or younger alumni reduced rates for club functions.

Programs that have been successful for Dartmouth clubs include:

- Regular breakfast, luncheon or dinner meetings with a program (e.g., a College or local speaker);
- Holiday receptions that include undergraduates at home between terms;
- Holding parties for accepted applicants and/or send-off parties for incoming freshmen (addresses of students and parents are available from the Office of Alumni Relations);
- Alumni continuing education programs, featuring Dartmouth faculty and/or local speakers, or tours of local businesses (e.g., winery or coal mine);
- Events focused on local resources (e.g., museums, hiking, boat rides, race tracks, whale watches);
- Events appealing to younger alumni;
- Events appropriate for families (e.g., zoos, picnics, road rallies);
- Taking advantage of Dartmouth events in your area (e.g., athletics, tours by singing groups, solar car races);
- Cultural events (e.g., concerts, art galleries, theaters) with a reception before or after to promote socializing among club members; and
- Activities jointly sponsored with alumni groups from other schools.

The Office of Alumni Relations maintains examples of communications from other Dartmouth clubs, which can be a rich source of ideas for your program chair.

When selecting the location for a club event, officers should avoid private clubs, country clubs, or any location where there is known discrimination in membership. Attendees should not be made to feel uncomfortable nor be placed in the position of having to decline to attend because of restrictive policies.

If alcohol will be served at a club function, thus posing a greater risk of liability for both the club and the hosts of an event at a private home, you may wish to consider obtaining insurance. Liability insurance for clubs is available through the College.

THE ANNUAL MEETING

The big event of the Dartmouth club year often is the annual meeting. It merits thorough planning started as far in advance as possible so that it will become a keenly anticipated event. If at all possible, this will be the occasion of a visit from a college officer; otherwise a local speaker of maximum interest should be the principal attraction.

It is recommended that the meeting be scheduled during the spring and there be no more than one speaker. The business portion of the meeting should be brief with reports and elections of officers handled within a few minutes.

Meetings that close by 9:30 p.m. or 10 p.m. permit time for an informal gathering afterward and for all to get home early if they so desire.

Remember that there is a great difference, and one which greatly affects the spirit and interest of Dartmouth alumni in your club, between a meeting that is not thoroughly planned and therefore does not run smoothly, and one that shows thought and planning, providing a fine evening of entertainment, information, and inspiration.

SPEAKERS FROM THE COLLEGE

As mentioned above, alumni clubs can request a speaker (faculty, administrator, coach) from Hanover at any time. **Clubs are asked to arrange for speakers at least 3-4 months prior to the event through the Office of Alumni Relations and not to contact a prospective speaker directly.** Representatives are available to speak both on their subjects of interest and on general affairs in Hanover. The President of the College makes speaking trips every year but only over a period of years can he hope to visit all the larger clubs. **You can find the speaker request form on the "Tools for Club Leaders" page of the alumni website, www.alumni.dartmouth.edu/Clubs/ToolsforLeaders.** Regional Affairs will subsidize 50% of the travel expenses of one speaker to a club each fiscal year. The club is responsible for the remainder.

EFFECTIVE COMMUNICATIONS

An extra effort is sometimes helpful or necessary in order to ensure a good audience for an event. This may be merely to boost flagging attendance in general or to ensure a larger turnout for a special event such as the Annual Meeting or a visit by a College VIP.

Clubs have tried different techniques and have found that a combination of methods works best. Some ideas to consider:

- Semi-annual or quarterly newsletters can promote the club's schedule of events, invite participation in programs and leadership, and enclose a dues request. The newsletter is more effective when Executive or Program Committees are active and have already planned the rough program for the year.
- Posting the event on the Clubs' Website in the "What's Happening" calendar.
- Sending out Broadcast emails using the Blast email tool
- Well written meeting notices sell both the sizzle and substance of an event.
- Follow-up the meeting notices by telephone. Here, a "contact committee" can be very helpful.
- Use of postcard reminders. These might follow up a meeting notice that covers several events or serve to reinforce a notice of a special event.

Periodically, the club should prepare and distribute a questionnaire to all alumni to identify programming preferences and solicit new participants. A form of questionnaire is available from the Office of Alumni Relations.

Clubs will have other ideas and will have varying success with them. The important element is to think creatively about how to appeal to your local club population with both programming and publicity and then to follow-up positively.

COMMUNITY SERVICE PROGRAM

Dartmouth graduates have a tradition of community involvement. To manifest these ideals through positive action, clubs are encouraged to coordinate these efforts through a Community Service Chair. Students, alumni, parents and friends, all members of the Dartmouth Community, young and old, can bring their diverse talents, ideas and energies together for the betterment of their community. The enthusiasm can spread as programs develop, allowing clubs, together with the College, to make a positive contribution to local communities all over the country. Projects where the club can have a positive influence are limited only by the needs of the community, the ideas and energies of the area alumni, and the local club leadership. A special advantage to this type of club involvement relates to finance, since most such meaningful programs require personal involvement and very little financial backing.

These programs can include, but are certainly not limited to:

- Alumni in the Schools
 - Adopt-a-School
 - Career and College Counseling
 - Mentoring and Tutoring
 - Extracurricular skills encouragement and development
 - Award Programs to foster improvement and excellence
- Environmental Involvement
 - Park and river cleanup campaigns
- Tree Planting and General Beautification Programs
 - Recycling involvement
 - Roadside adoption and cleanup efforts
- Special Community Program
 - Community library adoption
 - Sponsoring a 'Dr. Seuss Bookshelf'
 - Children's programs, including.
 - Toys for Tots
 - Holiday parties
 - Homeless shelter adoptions
 - Inner-city youth involvement

The scope of community service activities is limited only by the foresight, enthusiasm and energy of the club and its leadership. Excellent and exciting projects can be adopted, since involvement can be major or minimal, based on the club's size and commitment.

Increasingly, Clubs are emphasizing community service, and all clubs are encouraged to consider this activity. For further information on developing a community service project, contact the Office of Alumni Relations in Hanover, who will refer you to similar clubs with successful programs.

BOOK AWARD PROGRAM

The Dartmouth Club Book Award Program, begun in 1977, has grown from sixteen alumni clubs presenting 90 books to high school sophomores and juniors to 51 participating clubs presenting over 1100 books in 2006. This program is a very effective enrollment tool and promotes the name of Dartmouth College among the high school students residing in the various participating club areas. It is a chance for local Dartmouth Alumni clubs to recognize outstanding students who are potential candidates for the next Dartmouth class.

Many clubs have individual alumni who each sponsor one book award and, therefore, avoid tapping the club treasury to pay for the books.

The key to the success of this program is the follow-up contact between the local alumni and the recipients. Thus, many clubs invite their book award recipients to their annual dinner, summer picnic, fall receptions, and various other events to give them exposure to Dartmouth College.

CONCERTS AND ATHLETICS

It is recognized that clubs are interested in arranging local events featuring Dartmouth undergraduates, principally concerts and athletics. The College's various performing groups often tour in the East during the college year and in more distant parts of the country during vacation periods. Some groups can be found on the "Tools for Club Leaders" page of the alumni website at www.alumni.dartmouth.edu/Clubs/ToolsforLeaders.

THE ALUMNI COUNCIL

The purpose of the Alumni Council, as stated in its constitution, is: "To give organization and aid for the highest efficiency to all efforts of the alumni of Dartmouth College, for the benefit of the College."

The Council is a clearinghouse for alumni sentiment and exchange of ideas regarding major policies, which the Council has the authority to approve or disapprove when put forth in the alumni name. The Council acts as the official voice of alumni sentiment to the administration and is empowered to initiate and carry on a wide variety of important undertakings that fall within the province of alumni activity.

Alumni Council members are elected from clubs, by classes, and by several representative groups within the alumni body.

It is the privilege and duty of the clubs to place candidates' names in nomination to fill vacancies for 20 metropolitan and regional representatives on the Alumni Council. The Alumni Council has produced a manual entitled, "Recommended Procedures for Election/Selection of Representatives to Alumni Council" intended to serve

as a resource to alumni constituencies to elect/select representatives to the Alumni Council. This manual can be found online: http://alumni.dartmouth.edu/council/media/Alumni_Council/alumnicouncilelection-selectionguidelines5-09.pdf.

There are also six persons elected at-large by the Council, two each year for three-year terms.

DARTMOUTH STUDENTS AND PARENTS

Dartmouth clubs should invite undergraduates and their parents to attend all club meetings and functions. Parents welcome the opportunity to become a part of the Dartmouth community while their children are in Hanover. A close bond and lasting association can be established by involving parents as soon as their sons and/or daughters have been accepted and have decided to attend Dartmouth. An event such as a Parents Dinner in mid- to late May after the list of entering freshmen has become available is an excellent way to include parents and their children in a club activity while their enthusiasm is at a high point. An informal get-together for entering freshmen, such as a barbecue or pool party, or a summer gathering for their parents where Dartmouth students are present to address the parents' questions and concerns are programs that should be part of the club calendar wherever feasible. By establishing a pattern of involvement in club activities, parents will have an enduring interest in the College and seniors, upon graduation, will think in terms of becoming actively associated with the nearest club.

The list of entering first year students as well as the other undergraduates from the area (with their parents' names, home addresses, and telephone numbers) is available to club secretaries through the Office of Alumni Relations or from the Club's District Enrollment Director (DED).

YOUR YOUNGEST ALUMNI

Over one thousand new Dartmouth alumni leave Hanover every year and scatter across the country. The objective for all alumni groups is to get in touch with these new members and encourage them in every way possible to participate regularly in Dartmouth functions. On request the Office of Alumni Relations can supply computer lists of new people in your area. If the College is handling your mailings, everybody in your club area will receive all announcements automatically. Secretaries should follow through with a cordial welcome to new alumni since their interest in the College will be greatly affected by their participation, or lack of it, in local Dartmouth activities.

It cannot be emphasized too frequently or too strongly that the younger alumni should be given a share in the administration of their club. They will be good workers on committees if they are given a chance, and their representation on committees interviewing applicants is important. Accordingly, club activities should be as affordable as possible and should welcome participation by spouses and dates.

Officers of the club should make certain that the youngest alumni can and do share in all local Dartmouth activity. Older alumni can do much for them by providing helpful business, professional, and social associations. Younger alumni, in turn, can do much for the club and the College as time goes by if, from the beginning of their student days at Dartmouth, they can participate in club leadership as well as club activities.

CLUB OFFICERS ASSOCIATION

All officers of Dartmouth alumni clubs are members of the Dartmouth Club Officers Association, which was founded in 1957 to promote efficiency and cooperation among the clubs and other alumni organizations of Dartmouth College. The Association is governed by an executive committee consisting of 19 representatives of the clubs and affiliated groups and a representative of the Dartmouth College Office of Alumni Relations. Each member of the executive committee serves a term of two years and is elected by the Association at the annual meeting held during Club and Affiliated Group Officers Weekend. The Association elects three representatives to the Dartmouth Alumni Council for a term of three years.

The Association works actively to strengthen the bond of loyalty and service between alumni and the College. At the Club and Affiliated Group Officers Weekend held in Hanover every year, the Association sponsors discussions and workshops where officers exchange ideas about activities, common problems, and club know-how. College speakers provide their views on campus developments, and outstanding clubs and affiliated groups and club and affiliated group officers are recognized. All club officers are encouraged to attend. As guests of the College, lodging and most meals are provided free of charge to the club officers.

During the year, the Association distributes bulletins providing information and suggestions to all officers to support ongoing club activities and to improve communication among all clubs for the benefit of the Association and the College.

STARTING A NEW CLUB

Any group of alumni genuinely interested in establishing a regional club is requested first of all to communicate with the Office of Alumni Relations in Hanover. Questions regarding the need and desirability of such action will differ in each case. Therefore, there should be thorough discussion of the particular situation before

securing a complete list of names and addresses of alumni in that area for the purpose of calling a first meeting.

APPENDICES

CHECKLIST FOR LARGE EVENTS

- 1) Appoint a committee comprised of people you know will follow through on assignments. Meet often if possible-lunch time may be convenient.
- 2) Investigate the location well in advance for lighting, acoustics, realistic seating capacity, head table setup, and rostrum.
- 3) Have a set dinner menu, and sell tickets either in advance or at the door to avoid collection during and after dinner.
- 4) Do not forget invitations to parents of undergraduates as particularly interested guests who might be introduced from the podium.
- 5) Call on your Alumni Councilor for assistance and possibly for a brief report, but emphasize the time factor. Speeches that are too long can kill a meeting!
- 6) Keep accurate attendance counts to furnish to caterers. Know the range above/below your count for which the caterer will serve/bill.
- 7) Take advantage of the time your speaker is in town to plan meetings with school representatives and/or candidates for admission. This activity can be arranged by your enrollment workers. Your Public Information Chair may also be able to set up publicity events with the speaker's concurrence.
- 8) Do not let the social hour become too long (45 minutes is usually enough).
- 9) Do not let introductions, reports of committees, and various other items of club business or news take more than 15 minutes before introducing your speaker.
- 10) When selecting the location for an alumni club meeting, club officers should avoid private clubs, country clubs, or any other location where there is known discrimination in membership; no one should be made to feel uncomfortable or be placed in the position of having to refuse to attend because of race, sex or creed. The locations also should be easily accessible to as many club members as possible.

MODEL CLUB OR ASSOCIATION BYLAWS

Article I. NAME

The name of this organization shall be "THE DARTMOUTH CLUB OR ALUMNI ASSOCIATION OF _____"

Article II. PURPOSE

The purpose of the organization shall be to develop a strong and enduring club structure in order to further the interests, welfare, and educational purposes of Dartmouth College, for so long as the club is in existence and Dartmouth College remains organized exclusively for charitable, educational or scientific purposes within the meaning of Sections 501(c) (3) and 170(b) (1) (A) of the Internal Revenue Code of 1986, as amended.

Article III. OFFICERS

- 1) The officers of this club shall be a President, Vice President, Secretary, Treasurer, District Enrollment Director, and such other officers as the Board of Directors or Executive Committee shall deem appropriate to carry out the purpose and programs of the Club. Both the President and Vice President shall be elected for a two-year term; no member completing such a two-year term, however, may be re-elected to that same office.
- 2) The President, and in his/her absence, the Vice President, shall preside at all meetings of the club and of the Board of Directors or Executive Committee. He/she shall, with the advice and consent of the Board of Directors or Executive Committee, appoint all other committees, name their chairpersons, and ensure the proper performance of their functions. Further, he/she shall perform such other duties as the Board of Directors or Executive Committee may require of him/her and as usual appertain to the office of President.
- 3) The Secretary shall give notice of all meetings of the club and the Board of Directors or Executive Committee. He/she shall keep the roll of current members, conduct club correspondence, maintain club records, keep in contact with the College, inform the Board of Directors or Executive Committee as to all significant correspondence with and information from the College, and shall perform such other duties as the President or the Board of Directors or Executive Committee shall require of him/her.
If the Secretary were unable to attend any meeting he/she shall secure a delegate to perform his/her duties and ensure that the delegate is properly informed and prepared including having any necessary correspondence or other written material.
- 4) The Treasurer shall collect all dues and revenues of the club, keep its accounts, and be prepared to report on the financial condition of the club at all meetings of the Board of Directors or Executive Committee and of the club. If the Treasurer were unable to attend any such meeting, he/she shall secure a delegate to perform his/her duties and ensure that the delegate is properly informed and prepared including having any

- necessary financial reports or related material.
- 5) If absolutely necessary, the offices of Secretary and Treasurer may be held by the same person.
 - 6) An Assistant Secretary and an Assistant Treasurer may also be elected.

Article IV. EXECUTIVE COMMITTEE

- 1) The ordinary business of the club shall be conducted by an Executive Committee, the members of which shall be the officers of the club and any additional members to be elected by the club.
- 2) The Club President, with the advice and consent of the Executive Committee, may appoint a Public Information Chair, a Young Alumni Chair, a Continuing Education Officer, Community Service coordinator, a Book Award Chair, and Student Liaison Officers, all of whom shall be members of the Club Executive Committee. The Club's District Enrollment Director is appointed by the Admissions Office after consultation with the Club President and shall be a member of the Club Executive Committee.
- 3) The President with the advice and consent of the Executive Committee may form other committees as required.

Article V. NOMINATING COMMITTEE

- 1) The President shall, immediately after being elected, appoint a standing Nominating Committee to serve during his or her term of office.
- 2) The committee shall consist of three active club members who are intimately familiar with the club membership and recognize the need for effective leadership. The chairman shall be designated by the President.
- 3) Depending upon the term of office for the various officers, the Committee should be prepared to identify highly qualified candidates for all offices as required by the club Constitution or as vacancies occur.
- 4) Committee members should actively seek out the suggestions of other club members, past and present office holders, College officers, plus establish personal contacts with all prospective candidates.
- 5) The Committee shall present a slate of nominees to the meeting at which the annual election is held.
- 6) In conjunction with the nominating process, it is suggested that clubs adopt an "order of succession~" as an important-perhaps vital-step in ensuring a continuity of leadership.

Article VI. MEMBERSHIP

All persons residing in _____, who have been resident students, or the parents or widows of such students, at Dartmouth College, are automatically considered members of this club. They remain in good standing upon payment of annual dues. In addition, any friend of Dartmouth College may become a member by payment of annual dues to the Club.

Article VII. MEETINGS

- 1) There shall be an annual meeting of the club every year at a time designated by the executive committee. Other meetings of the Club, the Board of Directors or the Executive Committee may be called by the President at any time, as deemed necessary.
- 2) One-tenth of the dues paying members of the club shall constitute a quorum.
- 3) Robert's Rules of Order shall govern the conduct of club meetings.

Article VIII. SUFFRAGE

All members of the club shall be entitled to vote at all meetings, except that any member whose club dues shall be in arrears on the day set for a club election shall forfeit his/her right to vote at the election.

Article IX. ELIGIBILITY TO HOLD OFFICE

All members of the club qualified to vote under Article V shall be eligible for election to any office in this organization.

Article X. TERMS OF OFFICE

The term of office for all officers, elected or appointed, and members of the Executive Committee shall be from annual meeting to annual meeting, or as otherwise determined by the Executive Committee. (Excepting- the Alumni Councilor and the District Enrollment Director, who serves for 3 years.)

Article XI THE CLUB YEAR

The year of the club shall be from _____ of one year to _____ of the next. Unless otherwise determined, the annual activities and reports of the club shall conform to that period of time.

Article XII DUES AND/OR ASSESSMENTS

- 1) Club dues shall be levied each year upon each member of the club. The amount of the dues shall be decided by vote of the Executive Committee.
- 2) Special Assessments, in addition to dues, may be levied upon each member of the club. The amount and purpose of such special assessment shall be determined by vote of the Executive Committee.

Article XIII PRIVATE INUREMENT

No part of the net earnings of the club shall inure to the benefit of, or be distributable to, any club member, officer, or any other private person or individual. All of the assets and net earnings of the club shall be used to further its educational and charitable purposes.

Article XIV POLITICAL ACTIVITY

No substantial part of the activities of the club shall be the carrying on of propaganda, or otherwise attempting to influence legislation. The club shall not participate or intervene in any political campaign on behalf of any candidate for public office.

Article XV ADOPTION

This constitution shall become effective upon the approval of two-thirds of the members voting at a meeting of the club.

Article XVI AMENDMENTS

A two-thirds vote of those members voting at any club meeting shall be necessary to incorporate amendments into this constitution.