

Responsibilities of a Director

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Main Responsibilities

1. **Attend General Membership Meetings** – You need to stay informed about what's going on in the chapter and monitor the announcements that your chairpeople make.
2. **Attend Board Meetings** – You need to help the chapter make decisions about its operations, what projects it runs, and how it manages its finances.
3. **Direct Projects** – You will be responsible for directing some of the projects in your department.
4. **Promote Department** – For your department and projects to be successful, you will need chairpeople to run them and members to work on them, so never miss an opportunity to encourage people to help your department and its projects.
5. **Solicit Feedback** – Encourage people to tell you about your projects, what works well and what could be improved, and look for ideas for new projects.

Who Works for Whom?

In the chapter's reporting structure, your chairperson reports to you and you report to your VP. Realistically, though, if you treat your chairpeople like they work for you, then your projects probably won't be very successful.

The success of the chapter comes from chairpeople planning good projects and members providing the effort to make those projects go well. If that's not happening, there's little the Board can do to make the chapter successful. So the Board runs the chapter and the chairpeople work for the Board. But if the Board alienates the membership, you have no chairpeople and no project labor, so the projects fail.

Therefore, the Board's job, starting with the directors, is this: *Find energetic chairpeople who want to run successful projects, then help them to do so.*

So there's the rub: Your chairpeople are not helping you, you're helping them. You work for them. Your job is to help them make their project successful. They are your customer; you want them to be a satisfied customer.

The upside is that your VP works for you and the President works for everyone. Your VP needs to help you help your chairpeople make their projects successful.

Your VP will direct you with tasks that will help make that happen, just as you will direct your chairpeople. But your VP will also be a resource to you to help you direct projects, just as you will be a resource to your chairperson to help them run their project.

An organization is typically drawn as a triangle with the president at the top and the workers at the bottom. But in a volunteer organization like the Jaycees, the members dictate what they want the organization to be or they'll quit. Thus the organization looks like an inverted triangle, with the membership at the top calling the shots and the president ultimately at the bottom helping to make that happen chapter-wide.

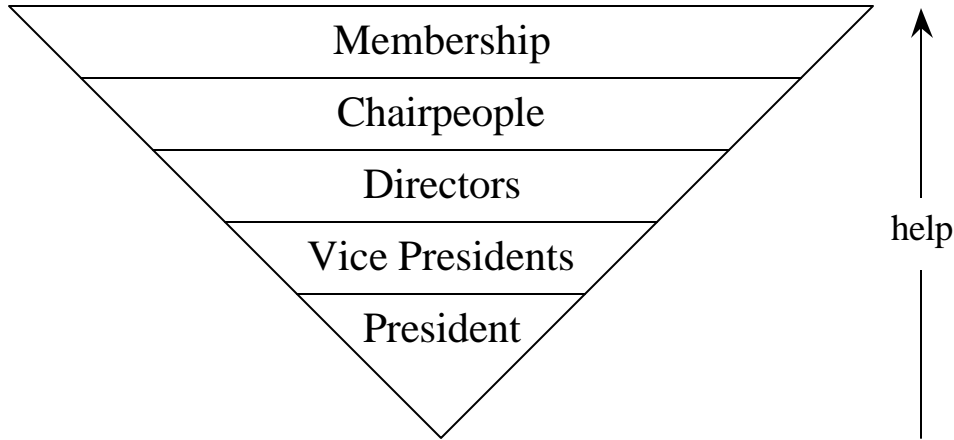


Figure 1: Chapter Organization

Directing a Project

As a director, your main job is to take responsibility for some of the projects in your department and ensure that they get run successfully. You will need chairpeople to run your projects. You will be both a manager and a coach of each of your chairpeople, doing your best to help the chairperson and the project succeed.

You also manage the project on behalf of your VP and the Board. You need to help your chairperson successfully present their initial CPG to the Board so that it gets approved. The Board will want to know what the project will accomplish and that these accomplishments are consistent with the goals of the chapter. The Board needs to know how much the project will cost¹ (i.e., the appropriation and the expense budget), whether the project will make any money (i.e., return to the chapter), and that the project finances will be well managed. The Board will need to know when significant events will be (such as the day of the event) so that they can plan the calendar to avoid manpower shortages.

“*Appendix A: Steps for Directing a Project*” has a detailed list of what to do as a director to manage a project.

Presenting CPG's

Most chairpeople either have never presented a CPG to the Board, or haven't in a while. Some new chairpeople are intimidated, not knowing what the process might be like. It's helpful to the Board if the chairperson can present their CPG quickly so that Board can approve the CPG with confidence and get on with the other business of the chapter. Preparing the chairperson so that they know what to expect and what to do will help them do a better job and feel better about the process.

The board meeting is the 4th Tuesday of the month. A chairperson should arrive at 6:30-7:00 PM and sign in on the list of CPG's to present. CPG's are presented on a first-come, first-serve basis. Here's how the presentation will work:

1. The chairperson is called to present their CPG.
2. Their VP introduces them and their project.
3. The chairperson distributes three full copies of their CPG:

¹ Every CPG has a financial section that is broken into Income and Expenses. Some projects spend no money, and therefore have no expenses. Others, especially Fundraising and Ways & Means projects, can have fairly large expense budgets. An appropriation is different from an expense. An appropriation is basically a loan from the chapter, i.e., an amount of money that is requested in advance of running the project. It is important to specify whether or not an appropriation is to be repaid to the chapter.

- a. One to the VP (should be distributed and reviewed in advance of the meeting).
 - b. One to the Director (should be distributed and reviewed in advance of the meeting).
 - c. One unstapled copy for projector operator (who will later give this copy to the Secretary).
4. The chairperson then presents their CPG (see below).
 5. The Director or VP will make a motion to accept the CPG:
 - a. The Board discusses the CPG and the project and asks questions of the VP, Director, and Chairperson.
 - b. The Board then votes on the motion (likely approving the CPG).
 6. The VP and/or Director thanks the chairperson, after which the chairperson may leave the meeting

Initial CPG's

For an initial CPG, the chairperson should complete sections 1-7 of the CPG template before the meeting (and the Director and VP should review the document before the meeting, too). At the meeting, the chairperson should review for the Board these parts of the CPG:

1. Primary purpose (Section 1)
2. Goals (in Section 2)
3. Proposed budget (Section 6)

The Board is especially interested in knowing how much money is being requested from the chapter, how much money will be returned, and what will happen to any profit (does it go to the chapter? a charity?). Particularly if the CPG is to be submitted for state level awards, it will also be important to spend some time describing the project's IMPACT on the individual member, the chapter and the community.

Final CPG's

For a final CPG, the chairperson should complete all 10 sections of the CPG template before the meeting (and the Director and VP should review it). At the meeting, the chairperson should review for the Board these parts of the CPG:

1. Goals' results (in Section 10)
2. Final budget (after Section 10)

The Board is especially interested in knowing how much of any appropriation from the chapter was spent, how much was returned, and how much profit was made.

Variations by Department

The goals that relate to the budget vary depending on the department that is running the project.

Ways & Means: The purpose of any Ways & Means project should always be to make a profit for the chapter. These projects should always return their appropriation to the chapter, plus a reasonable profit that is raised for the chapter. The higher the appropriation, the greater the risk to the chapter and the more carefully the board needs to review the project and its CPG.

Community Fundraising: A Community Fundraising project should always return all of its appropriation to the chapter. It should also make a profit that is donated to the designated charity. Two goals should be to return all of the appropriation spent and to specify the profit as a charitable donation.

Trips (Management): A Management "trip" project should be self-funding, i.e., it generally does not spend chapter money. Trip participants typically pay their own way. It is best to keep the appropriation from the chapter as small as possible so as to limit tying up the chapter's capital and putting it at risk. We

are often asked to make deposits for projects such as the Beach Trip or Ski Trip; always try to make deposits as small as possible and as late as possible to reduce the possibility that the chapter or any members will lose money if plans change. Make sure you understand in detail how a company's refund policy works if you agree to approve a deposit. Risk the chapter's money as you would risk your own.

Individual Development: An Individual Development project should be self-funding and thus should get a very small appropriation from chapter if any. As with trips, participants in ID projects generally pay their own way and the chapter budgets for little or no expenses.

Others: A Community Services, Membership, or Management "operations" project may request an appropriation from the chapter in order to fund the project. If it spends less than the entire appropriation, the difference is shown as being returned to chapter. Wherever possible, try to encourage people to ask for donations before going out and purchasing things. We are a very resourceful group, and the community is often quite generous with donations.

Money Management

One of the most important functions of the Board is to manage and safeguard the chapter's money. The better the chapter manages its money, the wealthier it will be and the more it can accomplish. A major part of managing the chapter's money is setting a realistic budget for the entire chapter at the beginning of the year and then sticking to it the rest of the year. The chapter budget is comprised primarily of the projects the chapter will run—what money those projects will make and spend. Thus each director needs to help each of their projects manage its money carefully for the well being of the chapter.

Care should be taken in how a project handles all of its expenses and income, but especially its cash. Without oversight, a careless or unethical chairperson has the opportunity to take money from the chapter and/or prevent a project from meeting its goals. If all of a project's money is not accounted for carefully, the chapter cannot properly account for what it cost to run a project, where the money went, or how the project affected the chapter's finances.

Project expenses are reimbursed by submitting check requests. All project income should be collected and deposited with the chapter. Do not pay expenses with cash collected at projects. This may sound easier and more convenient, but is bad business for several reasons. Deposit all income into the chapter's bank account, and pay all expenses with checks. This is the only way to create a "paper trail" of the project's true financial performance.

Check Request Form

For many projects, the chairperson will need to pay for supplies and be reimbursed by the chapter. When this happens, the chairperson must keep receipts for the payments and submit them as a check request for reimbursement. For larger payments that are known about ahead of time, the chairperson should use a check request to ask for a check of a specific amount for a specific purpose and payee.

A chairperson fills out a check request form listing the amount needed, who to make the check payable for, and what the money is being spent for. The form must include receipts or purchase orders documenting the amounts requested. The Director and the Vice President must then sign this check request form, and the President may need to as well.

The total amounts of all check requests for a project must not exceed the total expenses budgeted for the project. Before approving expenditures, the Director and VP must verify that the project chair does not overspend the budget. If requested expenditures exceed the budget, then the Board must approve a revised CPG budget. If the Board approves the increase, the VP may need to reduce the budgets of other projects in order to compensate. Therefore, each project chairperson must be careful not to overspend their budget, or they may not get reimbursed.

Large Check Requests

The Board has a policy that the Executive Board (i.e., the President and the VPs) must separately approve any check for \$1,000 or more. So if a project needs to make such a payment, the chairperson needs to plan ahead and request that the responsible VP present this request to the Executive Board for approval. This can be done as part of the initial CPG presentation. Once the request is approved, then the Director and VP can sign off on it.

Project Income

All project income must be accounted for a given to the Treasurer for deposit. Any check payments to the project should be made payable to the chapter, not the chairperson.

When a project collects cash, two trustworthy people working together should manage the money and all chapter money should be kept in a cash box or money apron, not in a member's pockets, wallet, mattress, piggybank, etc. For example, when the Blackout Party collects cash for admission, two people should work the admissions table and the cash box. For Brookhill, Goodfellows, etc., people should have aprons for holding money. Someone trustworthy (such as the director or VP) should collect the cash box and apron contents at the end of the project, count the cash, and get the cash to the Treasurer for deposit.

When possible, payments to a project should be made by check instead of cash. The check should be made payable to the chapter, not the chairperson. For example, when someone runs a Dining-In, the donations should be made by check to assure that they get to the chapter.

The chairperson must not use income from the project to reimburse themselves for project expenses. Rather, the income must be deposited to the chapter and the chapter must reimburse expenses. This is the only way for the Director and VP to manage the project's cash flow and prevent even the appearance of fraud. It also helps future project chairs and directors to understand the project's cash needs and financial performance. Avoid the temptation to cut corners here, and run a tight ship financially.

Chapter Calendar and Agendas

With so many projects always going on, another major challenge for the chapter is keeping its calendar straight and getting the right items on the meeting agendas with the right details. This ultimately falls on the VP's, who send in calendar and agenda updates. You as a director should help your VP keep up with all the dates for all their different projects.

Notify your VP of these things so that they will be put on the calendar:

1. Project event days: date and time, location, contact, etc.
2. Project committee meetings: ditto.

Notify your VP of these things so that they will be put on meeting agendas:

1. GMM announcements: chair, event date and time, chair contact info
2. CPG presentations: project, chair, initial or final
3. Project discussions, such as selecting the chair for a Level III project.
4. Info to discuss in a department update.

Most of these dates are included in the PIS sheet, but before you communicate them to your chairperson via the PIS sheet, verify them with your VP first.

Open House

The chapter holds an open house at the office on the 2nd Tuesday of each month. This is where new and prospective members learn more about the chapter. Although this meeting is hosted by Membership, each department should send a representative to every meeting to discuss the department's role and projects.

There's a lot of information for new members, so it's helpful if your department has a one-page handout that both gives an overview of the department and an up-to-date list of upcoming events. Each department should schedule which Board member will attend each meeting.

PIS Sheet

The PIS sheet is the Project Information Sheet. You should fill one out for each project you direct and give it to the chair when they accept the project. You can get the template from your VP or from the chapter web site. It tells the chairperson what to announce at the GMM, which GMM's they're scheduled for, which Board meetings they'll present at, contacts within the chapter, etc. This makes sure that you and the chairperson are in sync on the basic information about the project.

Chapter Plan

The chapter's Exec Board writes a chapter plan at the beginning of the year, kind of a CPG for the entire chapter. It lists most of the projects the chapter plans to run in a year (although new project ideas may be added in the year), or at least lists the types of projects the chapter plans to run. You and your VP need to be able to justify each project you plan to run by being able to cite where it's called for in the chapter plan.

This reference to the project in the chapter plan goes in the project's CPG in the #2 Brief Description section like this:

This project relates to the Raleigh Jaycees 20XX Chapter Plan:

- *Area of Opportunity:* Community Service
- *Long-Term Goal A:* Improve the quality of life for people in our community.
- *Short-Term Objective 1:* To conduct at least 20 separate events in 20XX that help disadvantaged adults and children.
- *Project:* Goodfellows.

How does the chairperson know this information so that they can put it in their CPG? You tell them in the PIS sheet, in the "Chapter Plan Area of Opportunity" section.

Communication

Your chairpeople need to keep you informed, and you need to keep your VP informed. It is your job to delegate a project to its chairperson, not to do the project for the chairperson.

Delegation

Delegation does not mean telling someone to do something and then forgetting about it. To properly delegate a task (whether to a subordinate, a peer or a superior):

1. Tell them clearly and explicitly what you need them to do. Focus on the goal they are to achieve, not how to achieve it.
2. Make sure they understand your request and agree to do it. This is a volunteer organization, after all.
3. Make sure they understand how to do it and are comfortable doing so. They may not be completely comfortable—this is a learning opportunity, after all—but then you need to help them or get them help so that they don't just drop it or fail miserably.
4. Check up with them to verify that they're making progress. If they're getting off track, help them get back on track. If they're not doing the job, verify that they still can. If they cannot, don't blame them (this is a volunteer organization, after all), but look for ways that they can get help or make due without.

5. Verify that the work got done. Don't be afraid to ask for proof; sometimes people are reluctant to admit that they are not getting things done, and will not tell you they are falling behind. Ask to be copied on e-mails, for copies of letters sent (again, this is part of why this stuff goes in CPGs), attend committee meetings, etc. Know some key milestones in your project, and take action if any important milestones are missed.

Communication with Chairpeople

You need to be involved in your chairpeople's projects without doing the project for the chairperson. At the very least, attend the project on its event day. If there are committee meetings, offer to attend them or at least ask for minutes to review. Attend GMM announcements and Board presentations. This is how you will know what's going on with the project, and it also shows your project chairs that you are supporting them.

Outside of project meetings, you need to communicate with your chairpeople to check on how organizing for the project is going. You can do this via e-mail, phone calls, cornering them at GMM's, etc. Just make sure you know what's going on, that the project and the chairperson won't surprise you negatively. Never criticize if there are problems; offer to help make things better.

Communication with Your VP

Keep your VP in the loop, but don't overburden them. You think you have a lot of projects to direct? Your VP has 2-3 times as many, plus Exec Board stuff, plus state Jaycee and PoE stuff, plus... You get the picture. Your VP will give you guidelines on how they personally like to be kept informed, but here are some general guidelines:

1. CC your VP on important e-mail so that they see what's being discussed, such as when you send your chairperson their PIS sheet.
2. When you can't answer a question and don't know who else to ask, ask your VP for help.
3. Talk to or e-mail your VP on a regular basis with the latest status of your projects.
4. Keep your VP informed of calendar dates and agenda items.

The prime directive for keeping your VP informed: *Minimize surprises*. (That's actually your chair's directive for keeping you informed, too.) If a project is going haywire, it's better to tell your VP now than to let them find out on the day of. If you're going to be out of town and ignoring your projects for a week, tell your VP first. Don't leave your VP thinking that things are getting taken care of when in fact they're not.

Board E-Mail List

There is a single e-mail address you can use to send e-mail to everyone on the Board: 20XXJCBoard@yahoogroups.com (where 20XX is the current year). As a board member, you will be on this list and will receive a copy of every message sent to this list. You can send a message to this address to send it to everyone on the Board.

Letterhead

Official correspondence between a project and the community should be printed on official Raleigh Jaycee letterhead. This is available in the Jaycee office, or you can download the format from the Jaycee website. (Some projects, such as Goodfellows, have their own letterhead.) Copies of this correspondence should go in the CPG book at the end of the project.

Keys

As a Board member, you'll be given a set of keys to the Jaycee office. Most members and chairpeople don't have keys, so when a project wants to have a meeting at the office, a chapter officer (that's you) will have to attend if for no other reason than to unlock the door. You should be planning to attend your project's meetings anyway, so just remember to bring your keys so that you can all get in.

The Jaycees also have a storage unit that certain Board members and chairpeople get keys to. Most Board members and projects never need to get in there, though.

Fellow Board Members

We're all a team on the board. We all need to keep that in mind even if people aren't being team players. Sometimes you may have issues with other members, just try to be respectful of their opinion and try to figure out why they think that way – maybe they don't have all the facts or have a personal issue with something and it has nothing to do with you personally. Other board members should be able to work with you and give you advice as needed on how to run a project or who to ask to chair it or if we can both run our project successfully on the same day. If you feel that another member is not giving you the respect you deserve, either tell that person so, in a nice way, or let your VP know so they can help you talk to that person. The VPs especially are there to set a good example, act mature, and should be valuable resources to you. Remember that even though we're in different departments, we're all on the same team. We're all here to make the Raleigh Jaycees successful.

Appendix A: Steps for Directing a Project

1. Find a chairperson for your project.
 - a. Ask past chairpeople for suggestions.
 - b. Consider past committee members.
 - c. Announce opportunities via JC Broadcast, Bits and Bytes, having the VP announce at GMM's, talking to friends, etc.
 - d. Look for members with chairperson potential and find projects for them.
2. Discuss the project with a potential chairperson, make sure they understand what it'll take to run it, and make sure you're confident they can do this.
3. Give the new chairperson copies of previous CPG's.
 - a. "Red books" from CPG judgments.
 - b. Electronic copies from the CPG library.
4. Fill out a PIS (project information sheet) for the project and give it to the chairperson to explain the basics: contacts, announcement dates, etc.
 - a. Also encourage them to attend the next project chair training.
5. Notify VP of calendar and agenda items.
 - a. The event date(s) need to be added to the chapter's calendar.
 - b. The GMM announcements need to be added to the GMM agendas.
 - c. The CPG presentations need to be added to the Board meeting agendas.
 - d. If/when these dates change, the VP needs to know.
6. Let the chairperson know the appropriation and budget (these are different things) for the project and make sure they understand that this is the only cash they have to spend.
7. Help the chairperson as necessary to write their CPG. Use this as an opportunity to think about what the project should accomplish, how you'll know if that's been accomplished, and what all will need to be done to accomplish this.
8. Proofread the CPG a few days in advance of the actual presentation to the Board and fix any significant problems.
 - a. Make sure the VP has a copy of the CPG to review before the meeting.
 - b. If the CPG is seriously flawed or incomplete, defer presenting it until the next meeting.
9. Help the chairperson as needed to get the project to run smoothly.
 - a. Follow up with them on how things are going.
 - b. Attend committee meetings.
 - c. Are tasks before the event being completed as described in the CPG?
 - d. Avoid doing the project for the chairperson.
 - e. Remind them of GMM announcements and confirm their attendance.
 - f. Remind them to use Bits & Bytes and Broadcast and monitor that.
 - g. Remind them to save materials for their CPG book.
 - h. Keep your VP informed of progress.
10. Attend the project the day of if possible to show your support (as the VP will also try to do).
 - a. Make sure two trusted people manage any cash.
 - b. Make sure all monies get to the Treasurer for deposit and are credited to the project.
11. Remind the chairperson to make a wrap-up announcement at the next GMM.
 - a. It's great to send the chairperson a thank you note or a call to thank them after the project.
 - b. Remind the VP to have a mug for the chairperson.
12. Help the chairperson as needed with the final CPG, proof it, and send it to the VP.
13. Add electronic copy of approved final CPG to the CPG Library.
 - a. Include any other electronic documents like budget, info sheets, solicitation/thank you letters, etc.
 - b. Send submissions to webmaster@raleighjaycees.org
14. Help the chairperson assemble the CPG book
 - a. This can be done at either the chapter one or one for your department.
 - b. Do it soon after the final CPG is approved before the chairperson loses artifacts and/or interest.
 - c. Bring materials and instructions for building each CPG book.
 - d. Make sure the book is arranged properly, has the proper cover sheets, and proper label.