

CHAPTER FOUR

AUTHORITY AND RESPONSIBILITY

FOR VARIOUS CLUB POSITIONS

Revised September 2015

CLUB POSITIONS INCLUDED

	<u>page</u>
President	101
Vice President	105
Board of Directors	105
Treasurer	111
Secretary	112
Administrative Manager	112
Financial Manager	113
Business Manager	113
Program and Committee Chairpersons	114
Magazine Editor and Webmaster	119
Delegates	119
Historian	119
Activity Leaders	120
Activity Participants and Volunteers	124

PRESIDENT

Authority

Management

To preside at Board of Directors meetings

To break a tie vote of the Board. The President would normally vote for the motion if in favor, and decline to vote if opposed.

To call special Board meetings

To implement the general directions and programs as established by the Board and within the budgetary allocations approved by the Board.

To provide coordination between major program areas

To rescind unilaterally the appointment of any volunteer (other than current BOD members)

To terminate any paid employee for a legitimate reason.

To sign checks.

To be an ex officio member of the Budget and Finance Committee

To direct Program Chairpersons as to how to implement programs under their responsibilities

To establish special committees

To define the duties of the office staff with the approval of the Board

To define the office staff's work schedule

Initial Planning

To approve specific plans for implementing general programs and general directions as established by the Board and within the budgetary allocations approved by the Board.

Selection of People for Positions

To nominate to the Board for its approval, the Treasurer, Secretary, office staff, and Program and Committee Chairpersons. For administrative-only special committees, Board approval is not necessary.

Procurement of Goods and Services

To commit the Club to financial obligations

To approve requests for payment of Club funds submitted by Program Chairpersons

To approve unbudgeted emergency expenditures up to the allowable limit annually. The Board shall be informed of such expenditures at the next Board meeting. The Board may then authorize the President's further expenditure of unbudgeted emergency funds.

Promotional Activities

To exempt an activity from the policy that prohibits the mailing of promotional material other than that requested by either an actual or potential participant.

To exempt an activity from the policy restricting use of the Club's photocopier

Processing Participants

To invite special visitors to Club activities within the allowable dollar limit who will receive free admission, providing space is available.

Grievances

To act on grievances

Magazine and Website

To submit articles to the Magazine and Website stating Board policy

Responsibility

Management

To ensure that the office staff performs its duties and to provide guidance and counseling as necessary

To ensure the office staff's work schedule properly accommodates the needs of the Club.

To ensure that the Program Chairpersons carry out their responsibilities

To nominate the Budget and Finance, Policy, Activity Leader Evaluation Committee, and Election Committee Chairpersons

To ensure that requests for payment conform with the approved Club budget.

Procurement of Goods and Services

To sign checks, and if required, contracts and agreements

To inform the Board of the payment of un-budgeted emergency expenditures at the next Board meeting

To refuse to sign any check for payment to an individual (as opposed to a corporation) for

services or rents or for reimbursement to an activity leader for payments already made to that individual if the authorizing voucher does not contain the name, address and social security number of the individual from whom the Club has purchased the service or rent.

Promotional Activities

To ensure that Club activities are not advertised to the general public.

Processing Participants

To return deposits or payments received from persons on the Treasurer's List, and notify them that balances due the Club must be paid before they can participate in Club activities.

To retain disclaimers of liability for a period of six year

To receive Board approval prior to inviting special visitors to Club activities who will receive free admission.

Activity Follow-up

To prepare a written report documenting accomplishments during their year of service

Gratuities

To report any offers of gratuities to the Board.

Grievances

To act on all written grievances

Publication of Election Results and Board Actions

To ensure that the membership is kept informed of election results and Board actions and policies.

VICE PRESIDENT

Authority

To sign checks.

To approve requests for payment of Club funds submitted by Program Chairpersons or the President

To refuse to sign any check for payment to an individual (as opposed to a corporation) for services or rents or for reimbursement to an activity leader for payments already made to that individual if the authorizing voucher does not contain the name, address and social security number of the individual from whom the Club has purchased the service or rent.

To assume the duties of the President in his/her absence

Responsibility

To ensure that requests for payment conform to the approved Club budget.

BOARD OF DIRECTORS

Authority

Management

To call, with a one third vote, special meetings of the Board

To be responsible for the general policy direction of the Club and review conduct of the affairs of the Club.

To establish a schedule for regular BOD meetings

To modify election procedures

To determine the rate of employee compensation and other employee benefits.

To suspend, revoke, or decline to renew the membership of any member or preclude any person from participation in Club sponsored trips or activities for conduct it considers disruptive to the interests of the Club.

Initial Planning

To approve a Budget and Finance Committee, Policy Committee, and Activity Leader Evaluation Committee

To require the Budget and Finance Committee to prepare budgetary and financial information

To adopt an annual budget for the current fiscal year

To approve deviations from the budget at any time

To designate specific Club activities as 'no refund' activities

No refunds will be issued to participants who cancel from such activities.

To approve new activities and significant changes in existing activities

To specify those activities for which solicitations for prizes may be made.

Selection of People for Positions

To select a Vice President from among the Board Members

To remove any Director for failure to attend four regularly scheduled Board meetings in twelve consecutive months or for failure to perform the duties of his or her office by a two-thirds vote of the full Board after giving the Director thirty days notice and an opportunity to be heard.

To approve or disapprove members nominated by the President for various Club positions.

To select the Nominating committee, but not specify the Chairperson

To confirm or deny criteria and procedures for selecting Program Chairpersons, Committee members, Leaders and Delegates

To rescind the appointment of Program Chairpersons, Committee Chairpersons, Committee Members appointed by Committee Chairpersons, by a two-thirds vote of the full Board.

To approve Leaders for activities which are overnight or are budgeted for a cash flow at or above the defined dollar threshold

To establish the amount of remuneration for Delegates

To confirm one Delegate as Chairperson of any delegation

Procurement of Goods and Services

To approve down payments for trips or activities up to eighteen months in advance of the trip or activity.

Promotional Activities

To authorize non-SCWDC fliers which have been prepared by other than advertisers doing business with the Club; for distribution at Club functions.

Processing Participants

To specify individuals for free admission to any activity

To approve the total number of free admissions for each activity

To exempt specific persons from the cancellation policy

To specify persons and organizations whose names are to be added to or removed from the Treasurer's List

To require disclaimers of liability

To exempt activities from the policy requiring "disclaimers of liability"

To determine whether or not to permit minors to accompany the Leader of an overnight activity

During the Activity

To approve non-paying promotions at Club functions

Purposeful Control of Membership

To categorically determine if and when dues submitted in one membership year can be applied to the following year.

Gratuities

To decide whether or not to accept gratuities in accordance with the best interests of the Club

To select individuals to receive gratuities

Grievances

To review the decisions of the President

Magazine and Website

To review, under compelling circumstances, the Editor's decisions and to make final determination as to the content of the Magazine, Website, and Club-controlled email.

To establish guidelines regarding Magazine, Website, and Club-controlled email content.

Miscellaneous

To decide the level of involvement, on an issue by issue basis, of the Club's involvement in public interest causes and to approve any statements made on behalf of the Club.

To see that recipients of money, space, and volunteer time are preferably ski-related organizations

To approve the Club's endorsement of a non-Club activity

To approve the distribution of membership lists

To approve a lease for office space for the Club

To approve recommendations regarding property purchase in accordance with the conditions approved by the membership

Responsibility

Management

To ensure that the President carries out his/her responsibilities

Initial Planning

To appoint the Budget and Finance Committee within sufficient time to allow for it to submit an annual budget in a timely manner

To adopt an annual budget for the current fiscal year

To provide sufficient fiscal and program guidance to the President

Selection of People for Positions

To approve the Budget and Finance Committee, Policy, and ALEC Chairpersons as well as all members of these Committees

To approve all members of the Nominating Committee

To establish an Election Committee annually and approve the Chairperson

To not approve a person to lead an activity who has a delinquent financial statement.

To identify activities other than overnight ski trips for which an Activity Leader Evaluation Committee shall rank the applicants for leaders.

Procurement of Goods and Services

To approve in advance the President's expenditure of unbudgeted emergency funds in excess of the established limits.

To place people or organizations on, and to remove them from, the Treasurer's List.

To publish a list of activities which are exempt from the policy requiring "disclaimers of liability"

During the Activity

To hold a hearing prior to suspending or revoking membership of any member or precluding that member from participation in Club sponsored trips or activities, and to notify the member in a timely manner of the rights:

- 1) of representation
- 2) of timely notice
- 3) to present witnesses
- 4) of cross examination

Gratuities

To report any offers of gratuities to the Board.

Grievances

To resolve a member's grievance appeals.

TREASURER

Authority

To sign checks.

To approve requests for payment of Club funds submitted by Program Chairpersons

To refuse to sign any check for payment to an individual (as opposed to a corporation) for services or rents or for reimbursement to an activity leader for payments already made to that individual if the authorizing voucher does not contain the name, address and social security number of the individual from whom the Club has purchased the service or rent.

To require financial statements from all activities

To administer the Treasurer's List.

Responsibility

To submit an audited financial report for all activities of the Club to be completed in a timely manner. This shall be published in the next issue of the Magazine. The Treasurer shall present an interim financial report at the annual meeting.

To reconcile bank account statements

To maintain detailed records of information regarding persons and businesses on the Treasurer's List

To make the Treasurer's List available to personnel on a need-to-know basis.

To notify persons as to their status on the Treasurer's List.

To ensure that requests for payment conform to the approved Club budget.

To present overall financial statements to the Board

To assist in the preparation and conduct of financial seminars

SECRETARY

Responsibility

To maintain the Minutes of the Board of Directors and of the annual membership business meeting

To maintain a Minutes binder in the Club office

ADMINISTRATIVE MANAGER

Authority

To prepare checks for signature

To deposit Club funds

To open and distribute mail

To provide election results upon request

Responsibility

To perform the duties assigned by the President.

To provide information and assistance to President, Officers, Chairpersons, and Activity Leaders

To maintain membership database

To send member renewal notices

To maintain physical office, equipment, and supplies

To create electronic Ski-O-Gram content; email it

To assist at membership meetings

To manage production and distribution of awards and name tags

To assist President, BOD, PCs, and activity leaders as needed

To answer office telephone and emails, and provide customer service

To store Club documents on Club computer

To reject all vouchers for payment to an individual (as opposed to a corporation) for Services or rents or for reimbursement to an activity leader for payments already made to that individual if the voucher does not contain the name, address and social security number of the individual from whom the Club has purchased the service or rent.

(7/15)

FINANCIAL MANAGER

Authority

To perform internal audits of financial forms

Responsibility

To assist Treasurer in maintaining financial records

To review payment vouchers

To submit status reports to BOD

(7/15)

BUSINESS MANAGER

Authority

To negotiate contracts with vendors to the Club. The focus is on contracts and agreements that affect multiple programs and/or the Club in general.

To obtain sponsors for Club activities

Responsibility

To perform duties assigned by the President and/or BOD.

To initiate business relationships on behalf of the Club, but under the supervision of the President and the BOD

To coordinate those business relationships with the appropriate program chairs and committees dealing with skiing, tennis or other activities

To obtain Board approval of new activities arranged by the Business Manager, including approval of the leader and the budget.

To submit Business area budgets to the Budget and Finance Committee for inclusion in the Club Budget.

(9/15)

PROGRAM AND COMMITTEE CHAIRPERSONS

The following Policy applies only to Program Chairpersons unless otherwise noted.

Authority

Management

To nominate people as candidates for the positions of President and Member of the Board (Nominating Committee only)

Selection of People for Positions

To appoint Committee Chairpersons and Committee Members not specifically appointed by the Board or the President (Program and Committee Chairpersons).

To appoint Leaders for activities which are less than two days, and are budgeted for a cash flow within the established dollar threshold, to provide a list of these Leaders to the President, and to appoint Leaders of other activities with approval of the Board

To appoint Delegates and Representatives with the approval of the Board

Detailed Planning

To approve all detailed plans for activities within his/her program area.

To decide level of involvement of the Leaders in the detailed planning

To establish and require attendance when needed at training programs

Procurement of Goods and Services

To commit the Club to financial obligations

To make down payments for activities, but only if the Board has approved the activity.

To modify the participant payment schedule for flight trips in his/her program, to accommodate the payment schedules set by the airlines, lodges and other suppliers.

To approve payments

To approve requests for payment of Club funds submitted by activity Leaders and committee members in his/her program or committee area.

Processing Participants

To specify members, from people he/she appoints and within the constraints of the budget, to receive free admission to specific activities.

To exempt an activity from the policy of free admission

To determine whether or not to permit minors to accompany the Leader of an activity (for overnight activities, Board concurrence is required).

Pre-Trip Logistics

To approve the acquisition of goods and services from outside organizations

To require Leaders to inform participants of particular procedures, policies, etc.

During the Activity

To relieve anyone that he/she has the authority to appoint for reasons of non-performance.

To require Leaders under their jurisdiction to promote other Club activities

Activity Follow-up

To waive the time requirement for financial statements

To waive the activity Leaders' deadline for submission of refund vouchers for participants who cancel from an activity provided that the delay is adequately justified

Gratuities

To approve acceptance of gratuities by Leaders, conditional upon Board approval

Miscellaneous

To approve any news or other release to the media (Public Relations Chairperson or duly assigned volunteer)

To concur in designation of Club property as "archival." To approve discarding of "archival" property. (Past Presidents Advisory Committee) (10/12)

Responsibility

Management

To nominate at least one, and preferably several, qualified people for each position to be filled. (Nominating Committee only).

To conduct and monitor the annual election (Election Committee)

To abide by the instructions as found in the Digest.

To recommend the members of his/her committee for Board appointment (Budget and Finance, Policy, and ALEC Chairpersons)

Initial Planning

To submit a program budget to the Budget and Finance Committee for inclusion in the Club Budget

To request that the Board exempt an activity from the official cancellation refund policy if he/she believes no refunds should be made to participants who cancel.

To submit specific plans for the implementation of the Club's programs including, but not limited to, the scheduling of events leading up to the completion of an activity for approval by the President.

To submit for Board approval all new activities and significant changes in activities previously approved by the Board

Selection of People for Positions

To appoint reliable Leaders

To notify applicants regarding disposition of their written application (Activity Leader Evaluation Committee Chairperson)

To not approve nor recommend a person to lead an activity who has a delinquent financial statement.

To publish leader criteria and leadership progression paths (from simpler activities to harder/longer)

Detailed Planning

To ensure that all detailed plans in their program areas conform to the general fiscal and program guides adopted by the Board.

To ensure that Leaders are involved with the detailed planning of their activities to the fullest extent possible.

To ensure that Leaders are provided all information regarding their activities, including copies of contracts and other written correspondence

To ensure that Leaders within the program area receive proper training and guidance.

To provide training manuals and arrange training seminars for activity leaders

To independently rank applicants, and take recommendations from the Program Chairperson, whenever a significant number of people apply to lead an overnight ski bus, ski flight trip or other activity that the Board may identify. (Activity Leader Evaluation Committee Chairperson)

Procurement of Goods and Services

To approve payments and sign contracts and agreements in a timely manner

To obtain the approval of the President, Vice President or Treasurer on requests for payment of Club funds which they submit.

Any request for payment to an individual, association or partnership, (as opposed to a corporation) for services or rents must contain the full name, address and social security number of the intended recipient. A payment request which does not contain the information will not be honored. Likewise, requests from activity leaders for reimbursement of such payments which they have personally made will not be honored unless the required information accompanies the request.

To obtain the name, address and social security number of any individual (as opposed to a corporation) which the Club is paying for services or rents, and to attach this information to all vouchers for payment to that individual or for reimbursement to the activity leaders for payments already made to that individual. If the leader ascertains that the information is already on file in the office, he/she may so indicate on the voucher in lieu of providing the information.

To ensure that non-Club week trips which conflict or compete with Club week trips of the same date and place will not be advertised in the Magazine, Website, or at Club meetings.

To ensure that all advertisers doing business with the Club shall include in their advertising

(1) date of trip, (2) the number of people per room, (3) a description and quality of lodging, (4) the number and types of meals, days and nights of lodging, and days of lift tickets, (5) the cancellation and refund policies, and (6) a statement addressing other financial risks to the participant.

To not approve the conduct of business with organizations or people on the Treasurer's List.

To recommend organizations or people to be placed on, or removed from, the Treasurer's List.

Promotional Activities

To ensure that the general policies of the Club are adhered to by Leaders

To establish criteria or guidelines for promoting activities in their program areas

To approve content and format of activity fliers

Processing Participants

To inform Leaders of the activities for which disclaimers of liability are required.

Activity Follow-up

To make refunds to activity participants

To follow up regularly on and report to the Board regarding delinquent refund vouchers for activities in the Program.

To follow up regularly on and report to the Board regarding delinquent financial statements for activities in the Program

To assure that all cash receipts for an activity (or single event of an "ongoing" activity) for which an amount in cash receipts over the established threshold is anticipated, have been deposited within seven days of its completion.

Purposeful Control of Membership

To inform applicants of the Club's action on their applications (Membership Program Chairperson)

Gratuities

To report any offers of gratuities to the Board.

MAGAZINE EDITOR AND WEBMASTER

Authority

To establish guidelines for acceptance of articles, within Board guidelines

To establish guidelines for the contents of the Magazine or Website within Board guidelines

Responsibility

To establish Magazine or Website promotional policies

To ensure that the contents of the Magazine or Website are within the policy guidelines established by the Board

To submit controversial articles to the Board for review prior to publication.

To print, unedited, articles stating Board policy submitted by the President.

DELEGATE

Responsibility

To represent the Club as authorized by the President or BOD to other organizations (e.g. Blue Ridge Ski Council)

HISTORIAN

Responsibility

To maintain Club archives and trophies

To designate property as "archival". Requires concurrence of the Past Presidents Advisory Committee
(10/12)

ACTIVITY LEADERS

Authority

Procurement of Goods and Services

To commit the Club to minor financial obligations

Processing Participants

To hold or deposit checks from persons on the waiting list, at the option of the Leader

To specify members from people he/she appoints and within the constraints of the budget to receive free admission to specific activities.

To admit pets to activities

To balance the male/female ratio on activities, but only to the point where it would not risk the activity's financial status

To discourage minors from participating in trips other than those specifically designed for families

During the Activity

To depart without late arrivals whether they are injured or not

To issue warnings to cease and desist disorderly conduct or illegal activities, and to exclude participants from the activity for reasons of disorderly conduct or illegal behavior

To exclude a non-participant from activity functions

To admit others to an activity so long as the enjoyment of the activity participants is respected.

To exclude non-approved advertisements from an activity

To reduce the responsibilities of subordinates, short of removal.

To solicit assistance from participants

To modify financial arrangements within the constraints of the Board approved budget.

To direct bus drivers within contractual agreements

To modify plans within the general trip description

Responsibility

Detailed Planning

To prepare detailed plans as required by the Program Chairperson

To pursue involvement in the detailed planning of their activities

To secure all information regarding the activity, including copies of contracts and other written correspondence

To attend training programs as required by Program Chairpersons

Procurement of Goods and Services

To initiate requests for payment

To obtain approval of the cognizant Chairperson on request for payment of Club funds to cover the expenses of their activities

To obtain the name, address and social security number of any individual (as opposed to a corporation) which the Club is paying for services or rents, and to attach this information to all vouchers for payment to that individual or for reimbursement to the activity leaders for payments already made to that individual. If the leader ascertains that the information is already on file in the office, he/she may so indicate on the voucher in lieu of providing the information.

To be knowledgeable of all procurement for their activities

To make all reasonable efforts to convert any fringe benefits offered into a lower cost or increased benefits to the participants.

Processing Participants

To deposit all monies in a timely manner, except for monies for people on the waiting list.

To enter the account number of the activity on each check that is submitted by a participant for an activity.

To notify in writing all applicants for overnight bus or flight trips within a timely period; to include status and the applicable cancellation policy for that activity. For all other activities, to notify an applicant of his/her status as required by the Program Chairperson. To ensure that participants adhere to the deposit and payment schedule, and to remove from their activities those participants who fail to do so.

To ensure that minors are accompanied by an adult and have parental (guardian) permission.

To not be accompanied by children without prior approval of the Program Chairperson. In addition, for all overnight activities, prior approval must be obtained from the Board.

To collect and file disclaimers of liability for all non-members

To confirm the membership status of all applicants and manage the waiting list

To collect the cancellation fee and, after the published deadline, all unrecoverable applicable activity expenses from a canceller

To refund recovered activity expenses to persons who are liable for unrecoverable expenses in proportion to the amount each of them has paid into the activity.

To fill vacancies in order from the waiting list. Deviations are authorized in the case of male/female ratio, specific roommate assignments and inability to contact persons on the waiting list.

To either return checks or submit refund vouchers for people on the wait list in a timely manner

To provide upon request, names from the wait list to those people who wish to cancel from those ticketed activities for which there is no refund.

To replace persons who cancel in the order of their cancellation.

To not accept personal checks from people on the Treasurer's List.

To notify the President of receipt of deposits or payments from persons on the Treasurer's List.

To prohibit any guest of a bus driver for a Club trip from taking part in the trip unless proper arrangements are made prior to the trip.

Pre-Activity Logistics

- To adhere to alcoholic beverage laws
- To get prior approval for acquisition and reimbursement for goods and services
- To sign out equipment and return it promptly after its use

During the Activity

- To appoint reliable assistants
- To provide special arrangements for injured participants when practical and when these arrangements do not greatly inconvenience the other participants.
- To demand that any illegal activity be terminated, and enforce that request.
- To report back to the Program Chairperson any illegal actions or disorderly conduct on the part of participants or others, and the action taken by the Leader
- To enforce the smoking policy
- To read to the participants any statements required by the Board or Program Chairperson
- To ensure that only approved advertisers promote their products at Club activities.
- On their activity, to promote other Club activities as required by their Program Chairperson
- To hand out and submit participant evaluation forms for all overnight activities.

Activity Follow-up

- To have all leftovers returned to the Club.
- To return equipment to the office immediately upon completion of the activity
- To submit vouchers for refunds due participants who cancel from the activity within the established time period of the activity's completion
- To complete a financial statement by the due date

Gratuities

- To report any offers of gratuities to the Program Chairperson

ACTIVITY PARTICIPANTS AND VOLUNTEERS

Authority

To appeal the President's decisions on grievances

Responsibility

To complete and sign disclaimers of liability as required.

To report offensive or disorderly conduct or illegal activity to the Leader

To make all attempts to resolve a grievance at the lowest possible level of authority.

To obtain approval of the President or someone designated by the President or BOD
Before submitting any news or other release to traditional or electronic media