



ZONTA
INTERNATIONAL
EMPOWERING WOMEN
THROUGH SERVICE & ADVOCACY

CLUB MANUAL



CONSENT TO USE OF PERSONAL INFORMATION

ZI/ZIF or its agents must store, host and otherwise process the information, including personal data, supplied by all members when registering for membership of Zonta International. This data may be stored outside of the European Union. By registering for membership, users are giving their consent that the personal information they have provided can be stored in countries outside of the EU, including the United States.

ZI/ZIF does not sell, trade or rent your personal information to third parties, unless required by law. Members may opt out of having their personal information posted in the member directory on the website.

Members may change their information by sending an email to membership@zonta.org or by mail or by using the member update feature in the My Zonta section of the website.



A

FUNDAMENTALS

B

LEADERSHIP AND
GOVERNANCE

C

RUNNING
THE CLUB

...

APPENDICES



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Zonta International Club Manual





A

FUNDAMENTALS



SECTION A – FUNDAMENTALS



FIND IT HERE:

THE STORY OF THE ZONTA EMBLEM

membership.zonta.org/Tools/PR-Tools-Logos

THE ZONTA INTERNATIONAL EMBLEM



A1. ORIGINS AND SYMBOLS

- Zonta International was founded 8 November 1919 in Buffalo, New York, USA.
- The name “Zonta” is derived from the Lakhota (Teton Dakota) word of the Native American Sioux peoples, meaning “honest and trustworthy.”
- Zonta’s emblem is a composite of several Sioux symbols. The story of the Zonta emblem can be found on the Zonta website.
- Zonta’s symbol is a yellow rose. Since 1999, it has served as the symbol of Zonta Rose Day, which falls on 8 March and coincides with International Women’s Day.
- Zonta’s colors are mahogany and gold.
- Zonta’s membership pin is a symbol of our bond in Zonta. The Zonta pin is generally worn on the left side. The president wears the gavel pointing up while serving, and pointing down after completion of the term.

A2. MISSION

Zonta International is a leading global organization of professionals empowering women worldwide through service and advocacy.



A3. VISION

Zonta International envisions a world in which women's rights are recognized as human rights and every woman is able to achieve her full potential.

In such a world, women have access to all resources and are represented in decision-making positions on an equal basis with men.

In such a world, no woman lives in fear of violence.



A4. GUIDING PRINCIPLE

Women's rights are human rights, essential for the development of all peoples.

Zonta International endorses the values expressed in the United Nations Universal Declaration of Human Rights.

A5. OBJECTIVES

- To improve the legal, political, economic, education, health, and professional status of women at the global and local level through service and advocacy.
- To work for the advancement of understanding, goodwill, and peace through a world fellowship of members.
- To promote justice and universal respect for human rights and fundamental freedoms.
- To be united internationally to foster high ethical standards, to implement service programs, and to provide mutual support and fellowship for members who serve their communities, their nations, and the world.



A6. VALUES

Zonta International is an independent, nonpartisan and nonsectarian global network of professionals united through purpose, taking positions based on its own values and democratic principles.

MEMBER VALUES

Zonta's programs, projects and actions build a better world by:

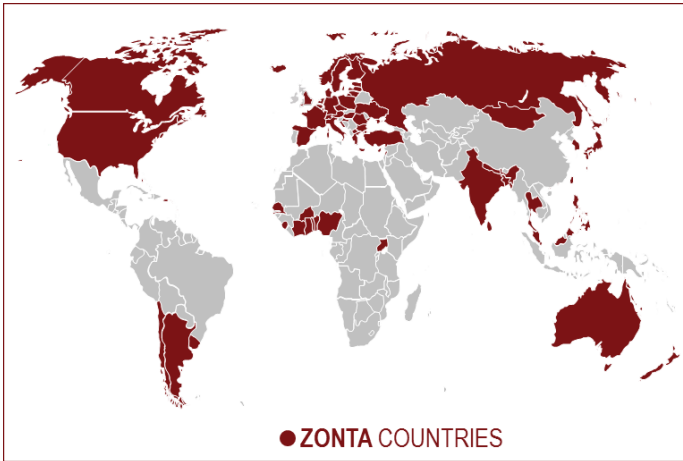
- Improving women's health and education
- Ensuring women's economic empowerment
- Strengthening women's representation in decision-making positions
- Working to end violence against women

We conduct business in an honest and trustworthy way to fulfill Zonta's mission and reach Zonta's vision, with respect and acknowledgment of members' diversity.

We shall not rest until

- Women's rights are recognized as human rights and every woman is able to achieve her full potential.
- Every woman is literate and has access to education, health care, legal and economic resources on an equal basis with men.
- The world is free from violence against women.





THE VALUE OF MEMBERSHIP

Since Zonta was established in 1919, members have joined us and are contributing actively to our objectives. Today, we are a leading global organization of about 30,000 members in a diversity of professions in 66 countries worldwide.

The main objectives for Zonta are to achieve gender equality and the empowerment of women. We believe that a better world can only be a reality when women have access to all resources, and are represented in decision making positions on an equal basis with men, when every woman is able to achieve her full potential.

In Zonta, we empower women worldwide through service and advocacy while we develop ourselves.



**FIND IT HERE:
ZONTA CLUB NEAR
YOU**

[www.zonta.org/Local-Action/
Locate-a-Club](http://www.zonta.org/Local-Action/Locate-a-Club)



MEMBERS OF ZONTA INTERNATIONAL:

(BYLAWS ARTICLE IV, SECTION 1)

- Clubs, including e-Clubs
- International Honorary Members (IHMs)
- Past International Presidents



GOVERNING DOCUMENTS

[Membership.zonta.org/
Governance](http://membership.zonta.org/Governance)



FIND IT HERE:

HOW TO
NOMINATE AN
INTERNATIONAL
HONORARY
MEMBERSHIP
GUIDELINES

[membership.zonta.org/Governance/
Policies-Guidelines](http://membership.zonta.org/Governance/Policies-Guidelines)

INTERNATIONAL
HONORARY
MEMBER LIST

[www.zonta.org/About-Us/
International-Honorary-Members](http://www.zonta.org/About-Us/International-Honorary-Members)

PAST
INTERNATIONAL
PRESIDENTS LIST

[www.zonta.org/About-Us/
Past-International-Presidents](http://www.zonta.org/About-Us/Past-International-Presidents)

MEMBERS AT CLUB LEVEL:

(BYLAWS ARTICLE XIV, SECTION 2)

- Classified members
- Past International Presidents
- Honorary Members

ZONTA CLUB MEMBERS

BELONG to a forward looking global organization whose voice is heard and respected locally and internationally, including at the United Nations and the Council of Europe and thus:

- Unite with other members to foster high ethical standards and world fellowship.
- Connect with Zontians from all professions and cultures worldwide and share their passion in organizing women's projects.
- Benefit from mentoring and leadership development programs organized at the local and international levels.
- Discuss viewpoints with other Zontians, and benefit from the exchange of ideas.
- Participate in project management to widen their exposure and experience.
- Are groomed as dynamic leaders in organizing various projects and activities.



GOVERNING DOCUMENTS

[membership.zonta.org/
Governance](http://membership.zonta.org/Governance)

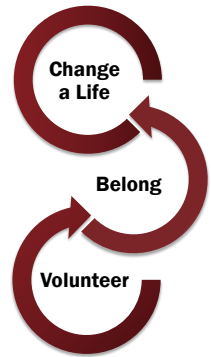


MEMBERSHIP
BY APPLICATION
OR INVITATION,
SEE SELECTION
PROCESS
AND HOW TO
TRANSFER TO
ANOTHER CLUB IN
BYLAWS ARTICLE
XIV



VOLUNTEER time and talents in initiating changes that will strengthen women's role in the world.

- Participate in service projects that empower women worldwide, help women to achieve their aspirations and enjoy a better quality of life.
- Advocate Zonta's position on women's issues locally and internationally, safeguarding women's rights as human rights.
- Achieve greater impact on the international platform by combining our voices with like-minded organizations and through our consultative status with the United Nations as a non-governmental organization.
- Work with government and community leaders who share common goals.
- Encourage and help students to develop leadership skills, explore career options, and participate in community projects.



Members are encouraged to network, share good practices and inspire one another, always following the electronic communications policies and guidelines.



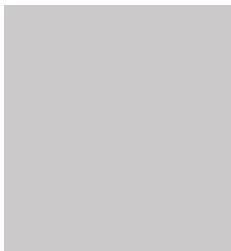
FIND IT HERE:

**ELECTRONIC
COMMUNICATION
(NETWORKING)
POLICY**

[membership.zonta.org/Governance/
Policies-Guidelines](https://membership.zonta.org/Governance/Policies-Guidelines)

Zonta is the organization of choice for women and men sharing a common goal: empowering women through service and advocacy.







SECTION B – LEADERSHIP AND GOVERNANCE





B1. DECISION MAKING IN ZONTA

Zonta International follows democratic decision-making procedures where the voting members present and voting at the general assemblies at all levels are the decision makers.

The general assemblies are:

- International level: Convention

Every two years, Zonta International holds its International Convention to conduct the business of Zonta International (ZI) and Zonta International Foundation (ZIF).



Delegates, elected by the clubs, represent them at the Convention, vote and make decisions that ensure Zonta lives up to the mission and achieves the vision.

- District level: Conferences

The business of the district is conducted at the district conference, which is held at least once during the biennium.



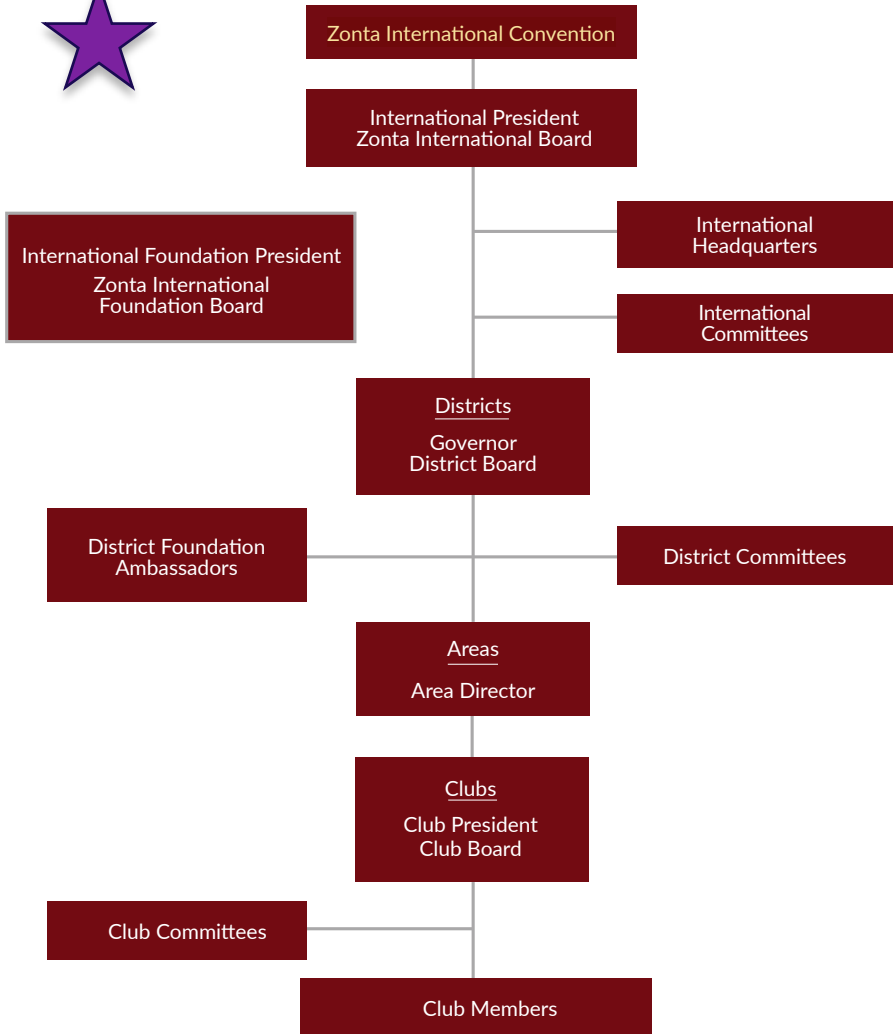
Delegates, elected by the clubs, vote on all matters pertaining to the district.

Club members are encouraged to attend area meetings, district conferences and the International Convention.

- Area level: the annual area meeting
- Club level: the club annual meeting



STRUCTURE AND ADMINISTRATION OF ZONTA INTERNATIONAL





GOVERNING DOCUMENTS OF ZONTA INTERNATIONAL IN ORDER OF PRECEDENCE:



- Articles of Incorporation under the General Not-For-Profit Corporation Act, State of Illinois
- Bylaws of Zonta International
- Rules of Procedure of Zonta International
- Operation policies
- Manuals and guidelines

Because Zonta International is incorporated in the State of Illinois, the ZI Bylaws have to be in compliance with the Articles of Incorporation under the General Not-For-Profit Corporation Act.

If any provision of the Zonta International Bylaws is contrary to the laws of the country, state or province in which a club is organized, the club shall notify the ZI Board in writing of the need to conform to such laws.

CLUB PARLIAMENTARY AUTHORITY

Parliamentary procedures are a consistent set of rules that govern deliberative assemblies. The rules are intended to protect the individual, the minority, the majority, the absentee and the organization.

Parliamentary procedures are based on the following principles of parliamentary law:

- Justice and fairness to all
- Consideration of one subject at a time
- Right of the minority to be heard
- Right of the majority to rule

Members should understand the basic fundamentals of correct procedure in order to take an active part in the business meetings.



SEE APPENDIX 1 FOR PARLIAMENTARY PROCEDURES AND TYPES OF MOTIONS. ALTHOUGH HOW TO PRESENT MOTIONS, DEBATE AND VOTE IS DIFFERENT IN DIFFERENT COUNTRIES, THE APPENDIX SHOWS SOME EXAMPLES.



The parliamentary authority of Zonta International is the current edition of *Robert's Rules of Order Newly Revised*.

Article XIV Section 12 of the ZI Bylaws states that each club shall adopt a recognized parliamentary authority. Districts and clubs shall adopt a recognized parliamentary authority in their country, adhering to the four principles indicated above.



B2. CLUB BOARD

- Is elected by the club members present and voting at the club's annual election meeting, provided at least one fourth of the members is present. See Bylaws Article XIV, Section 7 for quorum requirements.
- Is comprised according to Bylaws Article XIV, Section 4 by the club officers (a president, vice president, secretary and treasurer) and at least two (2) directors. See Bylaws Article XIV, Sections 4, 5 and 6 for the qualifications, duties and responsibilities of the club board.
- The term of office should follow the bylaws.

B2.1. OVERALL RESPONSIBILITIES OF THE CLUB BOARD (OFFICERS AND DIRECTORS)

- Takes responsibility, upholds ethical principles, works towards progress for the club and organization, utilizes the strengths of the members and encourages self-development.
- Ensures the club fulfills its legal liabilities in the country, province or state and local government where it is constituted.
- Ensures the club bylaws are in line with the Zonta International Bylaws.
- Holds the fiduciary responsibility of the club.
- Considers budget(s) before treasurer presents it to the membership for adoption.



SEE APPENDICES
2-6 FOR
INSPIRATION ON
PLANNING AND
GOALS



**GOVERNING
DOCUMENTS**
[membership.zonta.org/
Governance](http://membership.zonta.org/Governance)



- Follows club bylaws when recruiting new members.
- Recommends, but does not determine, policy, advocacy actions, service projects and donations for adoption by the club.
- Ensures that the club has robust internal procedures.
- Maintains a written Club Internal Control Manual covering club procedures such as financial control, roles and responsibilities, archiving, password maintenance, social media and other policies and insurance requirements among other things.
- Proposes for club approval specific, attainable and effective goals and activities in line with the Biennial Goals approved at each Convention and measures progress towards their achievement. Those goals include but are not limited to service and advocacy goals.
- Establishes club committees according to the club bylaws and receives committee reports.
- Supervises club affairs between meetings.
- Prepares leadership development and mentoring programs for the club members.
- Refers written complaints against a club officer or director to a special committee elected by the club for review (see ZI Bylaws Article XIV, Section 4(e)).
- Participates in training workshops, area meetings, district conferences and convention.
- Has in-depth knowledge of Zonta and sound communication skills.
- Disseminates Zonta International program information to all club members.
- Encourages support of Zonta International and district biennial goals, and encourages club and individual contributions to the Zonta International Foundation.
- Fills vacancies in any office except that of president.
- Considers awarding club honorary membership to people who have demonstrated distinguished



service outside Zonta.

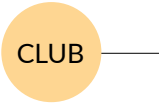
- Ensures continuity of leadership and understanding of club board duties by meeting with the new, incoming club board prior to its assumption of office.
- Appoints a special committee to review written complaints against a member regarding behavior that has injured the good name of Zonta or hampered its work (see ZI Bylaws Article XIV, Section 11(b)).



B2.2. THE ROLE AND RESPONSIBILITIES OF THE PRESIDENT

The club president is responsible for ensuring the club is operating within the organizational goals of Zonta International.

AT CLUB LEVEL:



- Presides at all meetings of the club and the club board.
- Promotes participation at club, area, district and international levels.
- Invites the district foundation ambassador to club meetings.
- Encourages club and individual contributions to the Zonta International Foundation.
- Encourages all club members to register on the ZI website.
- Encourages members to take advantage of the information resources and tools offered.
- Ensures that the club bylaws comply with the Zonta International Bylaws and the laws of the country in which the club exists.
- Ensures timely submission of reports and contributions.
- Ensures the club treasurer pays correct club dues



What's NOT here?
Chairing a committee, being the delegate...



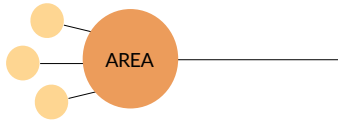
to Zonta International, to the district and to the area (if applicable) by the due dates and submits the required club member list.

- Acquires a thorough knowledge of the objects, projects and policies of Zonta International.
- Disseminates information from ZI, ZIF, HQ, district and area.
- Appoints a club parliamentarian, if the club chooses to have one.
- Countersigns, if applicable, all payment orders and checks drawn on the club's bank account by the treasurer.
- Presents a report at the club's annual meeting, reviewing the year's activities.
- Briefs incoming president on all club activities and policies and hands over all club records and relevant materials within a reasonable time after the president assumes office.



GOVERNING DOCUMENTS
membership.zonta.org/
Governance

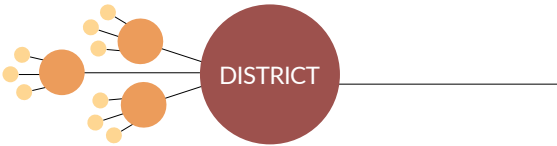
AT AREA LEVEL:



- Is encouraged to collaborate with other clubs in the same area to achieve larger impact.
- Ensures the club elects delegates and alternates to area meetings, if required.
- Suggests candidates for area director and area treasurer appointments.
- Reports club achievements and concerns to area director.
- Submits annual club report to area director each year.
- At least once during the biennium, invites area director for an official visit to a club business meeting.
- Attends area meetings and workshops and leadership training opportunities.



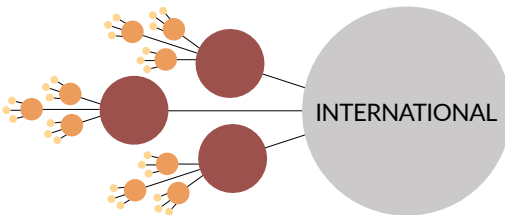
AT DISTRICT LEVEL:



- Ensures that the club elects delegates and alternates to district conferences. Reports quarterly, or as requested by the governor, using the report format provided.
- Attends district conferences, district workshops and leadership training opportunities.



AT INTERNATIONAL LEVEL:



- Ensures the club maintains a permanent club email address, that it is reported to ZI Headquarters, and email correspondence to that address is handled efficiently.
- Ensures the club elects delegates and alternates to Convention and ensures completion of credentials registration for delegates and alternates to Convention by the published due date. Notifies the governor if a proxy is needed.
- Ensures that annual per capita dues, with a current and complete club member list with information requested by ZI Headquarters, are sent to ZI Headquarters by 1 June.
- Ensures Club Officer Contact Information Form is sent to ZI Headquarters by 1 May.
- Visits the Zonta International website regularly to be aware of updates.



FIND IT HERE:
**CLUB OFFICER
CONTACT FORM**
[membership.zonta.org/
Forms](https://membership.zonta.org/Forms)

B2.3. THE ROLE AND RESPONSIBILITIES OF



THE VICE PRESIDENT

If a club chooses to elect two vice presidents, the first vice president ranks higher than the second.

A club vice president:

- Performs the duties of the president in the absence or inability of the president. If a president is unable to complete the term of office, the vice president becomes president.
- Performs duties as designated by the president and the club board, including serving as a committee chairman.
- Reports to the club president or club board as required and briefs the incoming vice president on responsibilities of the position and hands over records of office and other relevant materials to the incoming vice president within a reasonable time after the vice president assumes office.

B2.4. THE ROLE AND RESPONSIBILITIES OF THE TREASURER

The club treasurer is responsible for ensuring that the club is continuously in good standing and proper financial management.

A club treasurer:

- Prepares and presents at the annual meeting both a financial report and the annual (or biennial) budget.
- Ensures that authorized signatures are on file with the club's bank(s).
- Administers club funds in accordance with the approved budget.
- Pays all properly approved bills in accordance with the approved budget.
- Keeps an accurate record of the collection and disbursement of all club monies.
- Submits financial reports to the club and its board as required.



SEE APPENDIXES 8 & 9 FOR DETAILED INFORMATION REGARDING FINANCIAL MANAGEMENT, INCLUDING DUES PAYMENTS)



- Produces bank statements and checkbooks at annual meeting or when requested by club members.
- Submits a written report of the club's annual financial position at the annual meeting.
- Ensures the membership list at Headquarters is up to date and that international membership dues are paid by 1 June.
- Registers new members as soon as they join Zonta and have paid the dues.
- Pays district dues, and area dues if applicable, by the date required.
- Ensures prompt transfer of donations/ contributions to the Zonta International Foundation, and that payment is made to the correct account (which differs from club dues payments).
- Reports to the club president/board as required.
- Creates and administers a policy for record retention in keeping with the country's filing requirements. (In the US, the IRS mandates seven years.)
- Determines and follows all state, provincial, and country filing requirements.
- Arranges the audit/examination and reviews and provides to the club a written report from the auditors/examiners.
- Briefs the incoming treasurer on all club activities and policies and hands over all club records of office to the incoming treasurer within 45 days after the new treasurer assumes office.

B2.6. THE ROLE AND RESPONSIBILITIES OF THE SECRETARY

The club secretary is responsible for ensuring proper records management for the club and member information.

A club secretary:

- Attends meetings of the club and club board and



keep a record (the minutes) of all proceedings, stating without personal comment what was discussed, acted upon, and the rationale.

- Brings relevant documents to all meetings.
- Prepares draft minutes for the president to review. Distributes the minutes in advance of the next meeting and record corrections.
- Keeps proceedings of club board meetings privileged to the club board, but provide a summary report on club board actions to the club members.
- Brings updated membership, officer and committee lists, and paper for ballot votes to all meetings.
- Keeps a record of all members' attendance at meetings (if applicable).
- Reports to the club president/board as required.
- Coordinates with club treasurer and/or membership chairman.
- Ensures that the club number is used on all correspondence with ZI Headquarters.
- Ensures existing members update their contact information via the ZI website.
- Promptly reports to ZI Headquarters new member contact details by using the Member Report Form posted on the ZI website under Member Resources/Forms.
- Sends a Club Officer Contact Information Form to ZI Headquarters, the area director and the governor before 1 May.
- Handles club correspondence, including communications requested by officers and committee chairmen and letters of thanks to guest speakers.
- Ensures that the area director and governor receive the club's newsletter.
- Handles the club's email box (unless assigned by the president to another member) to ensure timely response to all email inquiries or information provided by ZI Headquarters.



FIND IT HERE: MEMBER PROFILE

membership.zonta.org



CLUB OFFICERS
ARE ALSO ABLE TO
UPDATE MEMBER
INFORMATION
BY UTILIZING THE
ONLINE DUES
TOOL LOCATED
ONLINE.



- Ensures that the club board reviews the club's archiving policies/procedures/guidelines at the beginning of each biennium.
- Archives club materials according to the club's archiving policies/procedures/guidelines.
- Maintains the following files:
 - Minutes of meetings
 - Club Internal Control Manual
 - Club newsletters
 - Area director's and governor's newsletters
 - *The Zontian* magazines
- Briefs the incoming secretary and passes the records of office and any other relevant materials to the incoming secretary within a reasonable time after the new secretary assumes office.

B2.7. THE ROLE AND RESPONSIBILITIES OF THE DIRECTORS

The directors shall serve as members of the club board and participate in all decisions related to the duties and responsibilities prescribed to the club board, except those specifically granted to officers.

Club directors:

- Participate in the procedure according to the club bylaws about approval of appointments of committee chairmen submitted by the president.
- May propose to the board goals and activities that complement and enhance those of the Zonta International's strategic planning framework.
- May propose to the board policies, advocacy actions, service projects and donations to be recommended for adoption by the club.
- May serve as chairman of a committee, as a liaison between the club board and a committee, and/or as a member of a task force.
- Review the budget for the approval of the club members.



- Supervise the expenses in accordance with the approved budget.
- May perform other duties as assigned by the club president.

B3. CLUB COMMITTEES



Zonta club committees help the club to implement projects and achieve goals. Club members are encouraged to serve on committees and share their expertise and skills.

Each club shall have a Nominating Committee (Bylaws Article XIV, Section 8) a Service Committee, an Advocacy Committee, a Membership Committee, and such other committees as the club board may authorize (Bylaws Article XIV, Section 9). Except as otherwise provided in the club bylaws, the club president shall appoint committee chairmen, subject to approval by the club board.



Committees shall report regularly to the club board and to the club. It is recommended that job descriptions including communication lines to the board, to the members and to other committees are prepared and updated regularly. Unless otherwise provided in the club bylaws, job descriptions shall be approved at the annual club meeting.

Club committees can prepare goals for the committee in line with the International Biennial Goals. Unless otherwise provided in the club bylaws, the goals for the committees shall be approved by the club board.



SEE AN EXAMPLE
ON PAGE 23

COMMITTEE RESPONSIBILITIES

Responsibilities of the club committee chairman:

- Establish the goals for the committee in



cooperation with the club president and club board, and aligned with Zonta’s mission.

- Report to the club board and the club regularly about progress.
- Report to the district committee chairman as required and copy the club president.
- Schedule regular meetings with committee members or with the club board to discuss and monitor how committee goals are met.
- Engage all committee members and encourage an open and creative working environment.
- Adhere to the approved committee budget.

RESPONSIBILITIES OF COMMITTEE MEMBER:

- Attend and actively participate in committee meetings.
- Accept assignments and responsibilities.
- Support committee projects and decisions.

TEMPLATE FOR JOB DESCRIPTION FOR CLUB COMMITTEES

B3.1. SERVICE COMMITTEE

Committee	
Reports to	
Goals	

	Name	e-mail
Chairman		
Members		



Goal	Activities	Expected outcome	Time frame
1.	a) b) c)		
2.	a) b) c)		
3.	a) b) c)		



- Recommends action in accordance with the Objects of Zonta International to empower women through international and local service projects in line with Zonta International's service goals.
- Informs the club of the biennial international projects and programs and their progress during the biennium.
- Encourages the club to contribute 1/3 of funds raised locally to the Zonta International Foundation to support Zonta International's service and educational award programs. Individual members are also encouraged to make an individual contribution to the Foundation.
- Helps the club board in defining and conducting local service projects and fundraising activities.

B3.2. ADVOCACY COMMITTEE

- Advocates to influence the laws and attitudes that affect women's lives to ensure that the laws allow women to develop their full potential.
- Defines, organizes and conducts advocacy activities focusing on the recognition of women's rights as human rights and on the prevention of violence against women.
- Develops resources for members to be effective advocates in their communities.
- Reports on successful advocacy outcomes through the Zonta International website.
- Works closely with the district advocacy committee and club service committee.
- Works in cooperation with other like-minded organizations to educate people about legal, political, economic, educational, health and professional issues which affect the lives of women and girls in their community.



B3.3. MEMBERSHIP COMMITTEE



Studies the Marian de Forest Membership Manual and the ZI Bylaws Article XIV.

- Defines and monitors goals to attract and recruit new members.
- Encourages every member to identify prospective members and invite them to meetings and events.
 - Follows the Zonta International Bylaws regarding approval for membership.
- Identifies a mentor for each new member and facilitates the new member's involvement in club activities.
- Communicates with the district membership chairman.
- Keeps an updated record of its club membership together with their classifications.

B3.4. NOMINATING COMMITTEE

The nominating committee prepares the slate of candidates for the elected positions.

ELECTION OF MEMBERS OF THE NOMINATING COMMITTEE

- Election of members to the nominating committee may take place at the election meeting, allowing the nominating committee a full year to identify future office bearers.
- In order to ensure that the nominating committee is independent in fulfilling its duty, which is the preparation of the slate of candidates for elected positions, club board members should not be members of the nominating committee.
- The club board is responsible for the legality of the nominating process, which includes but is not limited to the approval of the nomination form.

DUTIES



- Encourages club members to nominate candidates for vacant positions (see suggested form for nomination in Appendix 9).
- Contacts prospective nominees, informs them of the duties of office and obtains their consent for nomination.
- Nominates one or more consenting, qualified members for each elective position to be filled at the annual election and at least three members for the next term's nominating committee.
- Reports the slate of officers, directors and, if desired, the candidates for the nominating committee, before the election meeting.
- Maintains confidentiality of discussion of prospective nominees.
- Informs the club president of the slate immediately after the slate is prepared and before the club's election meeting.
- Prepares the slate in a timely manner in order to distribute to the club members according to the club's bylaws.
- Presents the slate to the participants at the club's election meeting.

B3.5. OTHER COMMITTEES

The club may establish other committees in order to achieve its goals. These committees may include a program committee, attendance committee, scholarship, awards and fellowship committee, inter-city committee, public relations and communications committee. Some clubs also establish a fundraising committee and a leadership development committee.

B4. CLASSIFIED CLUB MEMBERS



Classified members have the right and responsibility to:

- Attend meetings and participate in the proceedings.
- Give proper notice of absence, if required by club.
- Understand the fundamentals of parliamentary procedure.
- Expect member rights to be upheld by the chairman.
- Propose motions.
- Debate issues.
- Seek clarification.
- Vote.
- Hold office, if elected.
- Recommend action and change needed for progress.
- Provide any report in writing and deliver to the secretary for the records.
- Ensure tasks are completed.

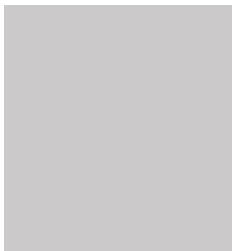
Membership is the heart of our organization.

By sharing their skills, competencies and experience, every member provides valuable resources for the club and for the improvement of women's lives at local, national and/or international level and ensure mission fulfillment and vision achievement.

Members are the public image of Zonta within the community.

C1. MOTIVATING VOLUNTEERS







SECTION C – RUNNING THE CLUB

MAKE ZONTA'S MISSION THE KEY FOCUS

- Disseminate newsletters at club, area, district or international level or other publications such as *The Zontian*
- Direct members to the websites at club, area, district and international levels
- Encourage participation at area meetings, district conferences and International Conventions
- Disseminate information about international awards and other types of recognition (Meritorious Service, Length of Membership, Member Incentive)
- Consider giving awards and other types of recognition at club, area or district level.
- Hold induction ceremonies for new members and installation ceremonies for the new club board (examples of those ceremonies are included in the Protocol Manual).



FIND IT HERE:
PROTOCOL
MANUAL

[membership.zonta.org/Governance/
Manuals](https://membership.zonta.org/Governance/Manuals)

OFFER OPPORTUNITIES FOR DEVELOPMENT AND INVOLVEMENT

- Establish mentoring plan for new members. Once members join Zonta, they can be assigned to a committee/s according to their interests.
- Encourage members to take an active role in club activities, eventually contributing time and effort to lead the club.
- Invite experts to give talks on interesting and meaningful topics, to gain insight on issues relevant to career or personal development.
- Consider leadership training exercises for members.
- Organize fellowship activities to develop



friendship and bonding among members.

- Zonta clubs in close proximity can encourage participation from other clubs, so that Zontians can interchange ideas with each other.

FOCUS ON SERVICE AND ADVOCACY PROJECTS IN LINE WITH ZONTA'S MISSION

- Talk to community leaders and social workers to find out the main issues affecting women in the club's area.
- Engage members to analyze the root causes of these issues, and decide how to address them either through service or advocacy projects.
- The advocacy or service committees draw up project plans and ensure successful implementation of these plans.
- Engage as many members as possible in committee work.
- Complete a report of the project clearly showing the impact in achieving equality and empowering women and girls.

C2. HOLD EFFECTIVE MEETINGS WITH ACTIVITIES THAT ENGAGE

- Consider establishing a fixed timing for general meetings at the beginning of each biennium.
- Establish a clear agenda and advise members of timing, venue and agenda of meetings well in advance.
- Follow protocol (Protocol Manual).
- Follow parliamentary procedures and democratic decision making processes.
- Announce meeting business in proper sequence.
- Announce the result of the vote.



SEE AN EXAMPLE
CLUB MEETING
AGENDA IN
APPENDIX 11

SEE AN
EXAMPLE OF
PARLIAMENTARY
PROCEDURES,
MOTIONS, ETC. IN
APPENDIX 1



- Always take both sides of the vote except in a courtesy resolution when a negative vote is not requested.
- State which side (affirmative or negative) received the most votes.
- Declare the motion “adopted” or “lost.”
- State the effect of the vote (what action is to be taken). If necessary, order execution of the action.
- Ensure adherence to the rules relating to debate and decorum.
- Send minutes summarizing decisions to be sent to all members in good timing.
- For a guest speaker (and visiting Zontians, when applicable):
 - Ascertain well in advance the fee or honorarium, the title of the speech and biographical information of the speaker.
 - Advise the speaker of the type of event, time, date and the appropriate attire and allotted time for the speech and offer help for hotel and travel arrangements.
 - Send informational material about Zonta to the speaker before the meeting.
 - Furnish information regarding any media interviews.
 - Assign a member to look after the guest during the event.



SEE AN EXAMPLE
OF CLUB MEETING
MINUTES IN
APPENDIX 12

C3. MAINTAIN AFFORDABLE DUES

- Minimize the cost of each meeting
- Seek sponsorship for activities
- Keep administration to a minimum



C4. PROMOTE THE ZONTA INTERNATIONAL FOUNDATION

The Zonta International Foundation (ZIF) was founded in 1984 (and incorporated in 1985). The purpose of the Foundation is to carry out the charitable service purposes of Zonta International. ZIF is organized exclusively for charitable purposes. The ZIF Bylaws are included in the Governing Documents. The affairs of the Foundation are managed by the Zonta International Foundation Board.

The Zonta International and Zonta International Foundation Boards have common membership but operate as two separate entities. The ZIF Board has the power and authority to receive gifts and legacies on behalf of the Foundation and to make gifts and donations of capital as well as of income in pursuance of the objectives and purposes of the Foundation.

CLUB ROLE IN FUNDRAISING

Biennial goals are proposed and voted on at convention.

The biennial goals are aligned with Zonta International's mission, objectives and strategic goals. They are intended to provide the structure for districts and clubs to develop their own biennial goals and strategic goals, while taking into account the context of Zonta International's mission and responding to local needs.

As a guideline, clubs are encouraged to contribute at least one-third (33 percent) of all net service monies raised locally to the Zonta International Foundation in support of the biennial fundraising goals.



Contributions to the Zonta International Foundation are voluntary. No club or individual is required to make a contribution; however, the primary purpose of the Foundation is to raise the funds necessary to support Zonta's international service and educational programs.

One hundred percent of all donations support Zonta International's projects and programs.

C5. THE ELECTION MEETING

CLUB ELECTIONS

Clubs are encouraged to reflect in their club bylaws that the term of office starts at the end of the Convention to be aligned with terms of office at all levels. Parallel to officers at all other levels, the newly elected board can hold meetings in the period from the election meeting to the beginning of the term of office, to start preparing the goals, programs, etc. for their term of office.

- See Bylaws Article XIV Section 4 (c) for more information on club elections and term.
- Election for the club board shall be held in the month specified in the club bylaws.
- At the election, additional nominations may be made from the floor, provided the nominee is qualified and has consented to serve.



- The president calls for the nominating committee report, which is usually read by the chairman and handed to the president. The president repeats the names of the nominees and asks if there are any nominations from the floor for each office. After all names are placed in nomination, the president declares the nominations closed.
- The president informs the membership of the procedure for casting ballots, repeats the list of nominees for each position, the vote required for their election, and declares polls open.
- Elections are by ballot, which may be by mail, unless otherwise stated in the club bylaws.
- Officers and directors are elected by majority vote, while the nominating committee is elected by plurality vote.
- The tellers distribute, count and report on ballots at the direction of the presiding officer.
- After the president determines that all eligible members who wish to vote have done so, the president declares the polls closed and asks the tellers to count the votes.
- If voting is by ballot, the business of the meeting may continue while the tellers count the ballots outside the meeting room.
- When the count has been completed, the tellers prepare a report and the chairman informs the president of its completion.



SEE DEFINITIONS
OF DIFFERENT
TYPES OF VOTES IN
APPENDIX 1.



- When called upon by the president, the chairman of the tellers reads the tellers’ report including the number of votes received by each candidate (see example below):

Sample Tellers’ Report

• Number of votes cast for (office)	30
• Necessary for election	16
• Candidate (name) received	19
• Candidate (name) received	1
• Illegal votes	0

Tellers’ signatures

- The report is submitted to the president who rereads the results on each position and declares the result for that office.
- Where a candidate has a majority, the president declares that candidate elected. Where no candidate has a majority, the president announces “no election.”
- In election by plurality, the president declares elected, in descending order, the number to be elected who received the highest number of votes.
- After the tellers’ report for all offices has been read and elections declared, the president directs new ballots be distributed for the “no election” position(s), and a second balloting takes place following the same procedure until election is declared.



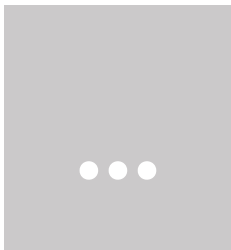
- The tellers' report is entered into the minutes, and the president may ask for general consent to destroy the ballots at the adjournment of the meeting. Otherwise, ballots may be kept for a period of three months and then destroyed.
- Newly elected members of the club board take office on 1 June. Installation may take place before or after this date.

C6. RETENTION, RECRUITMENT AND REJUVENATION OF MEMBERSHIP

SEE MARIAN DE FOREST MEMBERSHIP MANUAL







APPENDICES



APPENDIX 1 PARLIAMENTARY PROCEDURES

IMPORTANT VOTING TERMS

MAJORITY VOTE: Over 50 percent in favor, i.e. more than half of the votes cast by those present and legally entitled to vote excluding blanks and abstentions.

TWO-THIRDS VOTE: At least two-thirds of the votes cast by those present and legally entitled to vote excluding blanks and abstentions.

PLURALITY VOTE: Highest number of votes for any candidate or proposition when three or more choices are possible. Candidate or proposition receiving the most votes has a plurality.

UNANIMOUS CONSENT: A fast voting action that can be used at the discretion of the presiding officer.

Once a subject has been debated, the presiding officer can ask, "If there are no objections, can we adopt this motion by unanimous consent?"

If there are no objections from voting members, then the presiding officer declares, "Hearing no objection, the motion is adopted by unanimous consent."



MOTIONS

HOW TO PRESENT A MOTION

(Based on *Robert's Rules of Order Newly Revised*)

- A member seeks recognition by raising a hand or standing and saying “Madam President.”
- The presiding officer recognizes the member.
- After identifying her/himself, the member says: “I move that...,” followed by a statement of the motion. If the motion is lengthy, a written copy should be given to the presiding officer. A brief introduction may precede the motion and the proposer may choose to be the first to speak to it. The proposer can speak only in favor of the motion but can vote for or against it.
- The motion should be seconded by some other member. This indicates that at least one other member believes that the business should come before the group. The seconder can speak or vote for or against the motion. A seconder is not required when the secretary presents a recommendation from the club board or when a committee chairman presents a committee recommendation and then moves its adoption.
- The presiding officer states the motion, which then belongs to the group. The proposer can only withdraw or change the motion by permission of the group.
- The presiding officer receives discussion, alternating debate for and against.
- When discussion is finished, the presiding officer restates the motion and calls for the vote, normally a voice vote, a show of hands or by standing. Affirmative vote is taken first, then the negative vote. A negative vote must be taken even when the affirmative vote seems predominant.
- The presiding officer announces the outcome of the vote and any required action, then introduces the next item of business.



RANKING MOTIONS

There are 13 ranking motions that have an order of precedence; or in other words, certain motions have priority over other motions.

The “**privileged**” motions are the highest in the sequence of ranking motions. The privileged motions do not relate to the business that is pending.

The “**subsidiary**” motions rank next. The subsidiary motions aid the assembly in disposing of the main motion either permanently or temporarily by altering it, by referral, or by otherwise disposing of the motion.

The “**main**” motion is the lowest in rank of the ranking motions. The main motion introduces new business to the assembly, proposing that certain action be taken on a subject to be considered. A main motion can only be made when no other motion is pending.

Of the 13 ranking motions, it is important to keep in mind that a motion of a higher rank than the motion that is pending is always in order. A motion of a lower rank than the motion that is pending is not in order. Used individually to take action, a ranking motion takes precedence over the motions that are listed below it, and a ranking motion yields to any and all of the motions above it.

There are also non-ranking motions that can help to accomplish the desired business in an orderly way. Some of the non-ranking motions most often used are listed on the following page.

NON-RANKING MOTIONS

Non-ranking motions are the “**incidental**” motions that deal with questions of procedure arising out of other motions or items of business; these incidental motions are disposed of before business continues.

MOTIONS THAT BRING A QUESTION BACK TO THE ASSEMBLY

In addition to the main motion, the subsidiary motions and the incidental motions, the final category of motions is that covering the motions that bring a question back to the assembly.



USE THE PROPER MOTION TO OBTAIN THE DESIRED RESULT

Under the parliamentary authority, Robert's Rules of Order Newly Revised, there is a motion designed to handle the different situations during meetings. If the member knows the purpose to be achieved, use of the proper motion will normally obtain the desired results.



PARLIAMENTARY PROCEDURE AT A GLANCE

Motions you might make, how to make them and what to expect of the rules

To do this:	You say this:	May you interrupt the speaker?	Do you need a second?	Is it debatable?	Can it be amended?	What vote is needed?	Can it be reconsidered?
Adjourn Meeting	"I move to adjourn."	NO	YES	NO	NO	Majority	NO
Call an Intermission	"I move to recess for..."	NO	YES	NO ¹	YES	Majority	NO
Complain about heat, noise, etc.	"I rise to a question of privilege."	YES	NO	NO	NO	No vote	NO ²
Temporarily suspend consideration of an issue	"I move to lay the motion on the table."	NO	YES	NO	NO	Majority	NO ³
End debate and amendments	"I move the previous question."	NO	YES	NO	NO	2/3	YES
Postpone discussion for a certain time	"I move to postpone the discussion until..."	NO	YES	YES	YES	Majority	YES ⁴
Give closer study of something	"I move to refer the matter to committee."	NO	YES	YES	YES	Majority	YES
Amend a motion	"I move to amend the motion by..."	NO	YES	YES ⁵	YES	Majority	YES
Introduce business	"I move that..."	NO	YES	YES	YES	Majority	YES
The motions listed above are in order of precedence. Below there is no order.							
Protest/breach of rules of conduct	"I rise to a point of order."	YES	NO	NO	NO	No vote ⁶	NO
Vote on a ruling of the chair	"I appeal from the chair's decision."	YES	YES	YES	NO	Majority	YES
Suspend rules temporarily	"I move to suspend the rules so that..."	NO	YES	NO	NO	2/3	NO
Avoid considering an improper manner	"I object to consideration of this motion"	YES	NO	NO	NO	2/3 ⁷	YES ²
Verify a voice vote by having members stand	"I call for a division," or "Division!"	YES	NO	NO	NO	No vote	NO
Request information	"Point of information..."	YES	NO	NO	NO	No vote	NO
Take up a matter previously tabled	"I move to take from the table..."	NO	YES	NO	NO	Majority	NO
Reconsider a hasty motion	"I move to reconsider the vote on..."	YES ⁸	YES ⁹	YES	NO	Majority	NO

Notes: © The a-b-cs of Parliamentary Procedure, 2001 ed., Deerfield: Channing L. Bete, 1998. Print.

¹ Unless moved when no question is pending.
² Affirmative votes may not be reconsidered.
³ Unless vote on question has begun.
⁴ Unless the committee has already taken up the subject.
⁵ Unless the motion to be amended is not debatable.
⁶ Unless the chair submits to the assembly for decision.
⁷ A 2/3 vote in negative is needed to prevent consideration of the main motion.
⁸ Only if the speaker has the floor but has not actually begun to speak.
⁹ Unless the motion to be reconsidered is not debatable.



THIRTEEN RANKING MOTIONS

Motion	Second	Debatable	Amendable	Vote Needed	Purpose
Privileged Motions					
Fix the time to which to adjourn	Yes	No	Yes	M	To provide for continuation of a meeting when business is not completed
Adjourn	Yes	No	No	M	To close the meeting
Recess	Yes	No	Yes	M	To take an intermission not listed in program or agenda
Raise a question of privilege	No	No	No	*	To request personal privilege
Call for the orders of the day	No	No	No	*	To request the return to the adopted agenda
Subsidiary Motions					
Lay on the table	Yes	No	No	M	To lay pending motion aside temporarily to take care of more urgent business
Previous Question	Yes	No	No	2/3	To stop debate and proceed to vote
Limit or extend limits of debate	Yes	No	Yes	2/3	To change debate time
Postpone to a certain time (definitely)	Yes	Yes	Yes	M	To postpone action to a later time
Commit, refer, recommit	Yes	Yes	Yes	M	To obtain further information on a subject before a vote
Amend	Yes	Yes	Yes	M	To alter, modify, change the motion
Postpone Indefinitely	Yes	Yes	No	M	To kill the main motion
Main Motion					
Main Motion	Yes	Yes	Yes	M	To introduce new business to the assembly
* Usually no vote is taken. The presiding officer decides.					



NON-RANKING MOTIONS (PARTIAL LIST OF INCIDENTAL MOTIONS)

Motion	Second	Debatable	Amendable	Vote Needed	Purpose
Appeal	Yes	Yes	No	M	To reverse the decision of the chair
Consider motion Seriatim	Yes	No	Yes	M	To consider any document by sections or paragraphs
Divide a Question	Yes	No	Yes	M	To consider a complete thought of a long motion separately
Division of the Assembly	No	No	No	Demand	When the results of a voice vote are close or doubtful, this requires a standing vote
Close Nominations	Yes	No	Yes	2/3	To close the nominations or polls
Reopen Nominations	Yes	No	Yes	M	To reopen the nominations or polls
Object to Consideration of a Question	No	No	No	2/3	To enable the assembly to avoid a particular original main motion when it believes it would be strongly undesirable for the motion to even come before the assembly.
Parliamentary Inquiry	No	No	No	No	To ask for clarification on a point of parliamentary procedure.
Point of Information	No	No	No	No	To request information about a pending question or order of business.
Point of Order	No	No	No	*	Calling for a ruling and an enforcement of the regular rules



NON-RANKING MOTIONS (PARTIAL LIST OF INCIDENTAL MOTIONS)

Motion	Second	Debatable	Amendable	Vote Needed	Purpose
Suspend the Rules allowed	Yes	No	No	2/3	To suspend the rules to enable the assembly to do something not by the regular rules. The proposal may not be in conflict with the organization's bylaws (or constitution) local, state, or national law.
Withdraw a Motion	No	No	No	M	To withdraw a motion from the assembly. Before a motion is stated by the chair, it is the property of the maker of the motion, who can withdraw it or modify it without asking the consent of anyone. After it has been stated by the chair, it belongs to the meeting as a whole and the maker must request the assembly's permission to withdraw or modify his own motion.
Amend something previously adopted	Yes	Yes	Yes	+	To change something previously adopted
Reconsider	Yes	Yes	No	M	To reconsider the vote and correct hasty action
Rescind	Yes	Yes	Yes	+	To annul an action previously taken
Take from the Table	Yes	No	No	+	To bring a motion before the assembly that has been tabled
<p>* Usually no vote is taken. The presiding officer decides. + = 2/3 vote without notice. M = Majority vote with previous notice.</p>					



APPENDIX 2 PERFORMING A SWOT ANALYSIS

THE SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS) ANALYSIS

is a powerful tool that helps preparing the strategic and biennial goals for the club.

It comprises several steps:

- A. Brainstorm
- B. Compile
- C. Prioritize

After those three steps, the club can prepare the long term strategy, the biennial goals and the action plan (see Appendix 3).

A. BRAINSTORM

The first step of the analysis is a brainstorming that can be performed by the whole club or by the club board. Dedicating a club meeting to this first step increases the involvement of the club and helps ensure members become an active part of the development of the club.





The following questions are examples that can be utilized for the SWOT analysis.



S

STRENGTHS:

- What are we best at?
- What intellectual property do we own that can help us with this objective?
- What specific skills does the current workforce have that can contribute to this objective?
- What financial resources do we have for reaching this objective?
- What connections and alliances do we have?
- What is our bargaining power with both suppliers and intermediaries?



W

WEAKNESSES:

- What are we worst at doing?
- Is our intellectual property outdated?
- What training does our workforce lack?
- What is our financial position?
- What connections and alliances should we have, but don't?



O

OPPORTUNITIES:

- What changes in the external environment can we exploit?
- What weaknesses in our competitors can we use to our advantage?
- What new technology might become available to us?
- What new markets might be opening to us?



T

THREATS:

- What might our competitors be able to do to hurt us?
- What new legislation might damage our interests?
- What social changes might threaten us?
- How will the economic cycle affect us?



B. COMPILE

For each category, compile the information generated by the club / the club board in major groups, such as:

- Leadership & Governance
- Finances
- Membership
- Projects & Programs
- Communication
- Website
- Tools

Compile the information in a table such as the one below. Such a table helps find gaps in the analysis.

S			W
O			T

If needed, perform a second analysis round.

C. PRIORITIZE

Of all items in the table, select for the club the:

- **Strengths** to utilize
- **Weaknesses** to avoid
- **Opportunities** to take advantage of
- **Threats** to avoid

Those will be the base for preparing the strategy, goals and action plan for the club.



APPENDIX 3 PREPARING STRATEGIC PLANS, BIENNIAL GOALS, ACTION PLANS

A Zonta club can have both strategic, long term goals, and biennial goals. The biennial goals shall be prepared after each convention as they have to be in line with the international biennial goals.

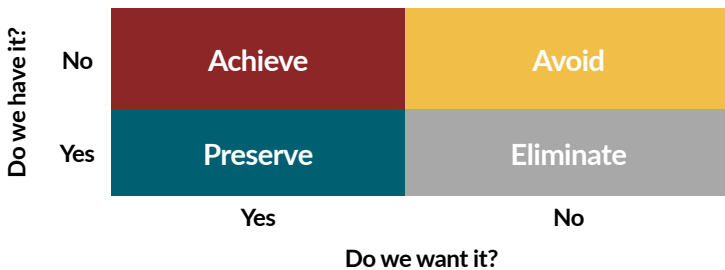
STRATEGIC GOALS

Strategic goals are statements of strategic direction for the club. They are prepared based on the results of the SWOT analysis done in advance (See Appendix 2). They can be time-bound or not. They represent the boundaries that define and characterize the path forward to long term achievements of the club.

PRIORITY GRID FOR STRATEGIC PLANNING

A goals grid is a relatively simple technique that can help us think more clearly about the Zonta goals, particularly when we are prioritizing.

What do we want that we already have?	Preserve
What do we want that we do not have?	Achieve
What do we not have that we do not want?	Avoid
What do we have now that we do not want?	Eliminate





BIENNIAL GOALS

Biennial Goals are statements of what the club wishes to achieve over the biennium. They are composed of plans and their key performance indicators. The Biennial Goals, including their indicators shall be SMARTER:

Specific	Target the needs of the organization specifically
Measurable	So we can track success
Achievable	Taking into consideration that Zonta is an organization of volunteers.
Relevant	For the fulfilment of Zonta's mission and the achievement of Zonta's vision.
Time bound	To the biennium.
Evaluable	Evaluation helps demonstrate progress and identify success stories which in the end will affect the level of how attractive Zonta is to join, to donate, to cooperate with.
Reflective	To the analytical work done in the strategic planning process, based on our best understanding of the environment and nature of our organization, our strengths, abilities and opportunities.

EXAMPLE

Goal no. 1: Recruit and retain committed and skilled members

Indicators:

- Net increase of membership during the biennium by five percent.
- Number of candidates for board positions increases during the biennium.
- The club conducts a major service or advocacy event per year.



ACTION PLAN

Item	Detail
Goal being addressed	Write the goal
Indicators	Write the indicators
Actions	Define actions that help achieving the goal
Scope/expected outcome	Indicate if the actions will help achieve the whole goal or parts of it
Budget	Prepare a realistic budget
Time plan including milestones	Multiple tools available in the web
Core competencies needed in the core team	Depending on the goal and actions different competencies are needed: idea generators, researchers, planners, coordinators, implementers, completers will be needed
Core team	Who does what
Resources needed	What other resources than money are needed
Success criteria	Define the minimum level of achievements to consider the action a success
Stop criteria	Define stop criteria for the process
Communication plan	Prepare how and when to communicate to the club members and other stakeholders.



APPENDIX 4 COMMUNICATION PLANS

Communication can be internal (towards Zontians) and external (toward all other stakeholders)



To develop a plan for communication, a good guideline is to follow the eight steps below:

1. Identify the purpose of the communication
2. Identify the audience
3. Plan and design the message
4. Consider the resources
5. Plan for obstacles and emergencies
6. Strategize how to connect with media and others who can help spread the message
7. Create an action plan
8. Decide how to evaluate the plan and adjust it, based on the results of carrying it out

1. IDENTIFY THE PURPOSE

EXAMPLES:

- To become better known in the community
- To educate the public about Zonta, our mission, vision, goals
- To recruit new members
- To rally supporters or the general public to action for Zonta's cause
- To announce events
- To celebrate anniversaries or other special occasions
- To raise money to fund Zonta's projects and programs



2. IDENTIFY THE AUDIENCE

Different target groups need different messages provided via different channels.

3. PLAN AND DESIGN THE MESSAGE

When creating a message it is important to consider the content, mood, language, and design.

CONTENT

Craft the message with your audience in mind.

MOOD

Consider what emotions the message will appeal to. In general, if the mood is too extreme – too negative, too frightening, trying to make your audience feel too guilty – people won't pay much attention to it. A positive tone will usually reach more people than evoking negative feelings such as fear or anger.

LANGUAGE

There are two aspects to language:

1. The actual language that the intended audience speaks;
2. The kind of language used in the message – formal or informal, simple or complex, referring to popular figures and ideas or to obscure ones. Select the level depending on the audience. In general, the best results are obtained when using plain, straightforward language that delivers the message simply and clearly.



CHANNELS OF COMMUNICATION

Use different channels to reach the different types of message and audience.

Examples:

1. Posters
2. Fliers and brochures
3. Newsletters
4. Promotional materials - Items such as caps, T-shirts, and mugs
5. Internet sites - In addition to your organization's website, interactive sites like Facebook, Twitter, and YouTube are effective mediums for communication.
6. Letters to the editor
7. Press releases and press conferences
8. Presentations or presence at local events and local and national conferences, fairs, and other gatherings
9. Community outreach
10. Word of mouth - elevator pitch
11. Music
12. Exhibits and public art
13. Videos
14. TV
15. Theater and interactive theater

4. RESOURCES

The resources plan should include careful determinations of how much can be spent and how much volunteer time will be needed.

5. ANTICIPATE OBSTACLES AND EMERGENCIES

Crisis/emergency planning should be part of any communication plan and should include who takes responsibility for what – dealing with the media, addressing the emergency situation, correcting errors, etc. It should cover as many situations, and as many aspects of each situation, as possible.



6. STRATEGIZE HOW TO CONNECT WITH THE MEDIA AND OTHERS TO SPREAD THE MESSAGE

Establish relationships with individual media representatives and media outlets as well as with influential individuals and institutions in the community and/or the population. Provide those personal contacts in the media reasons for them to want to help Zonta, and follow through over time to sustain those relationships in order to keep communication channels open.

7. CREATE AN ACTION PLAN

The action plan shall contain the timing of the actions, including milestones, success and stop criteria. See Appendix 3 – Action Plan.

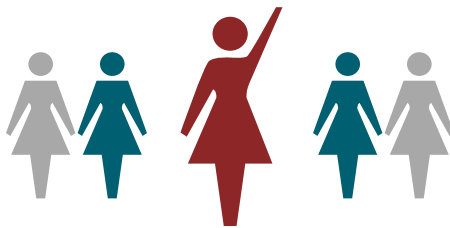
8. EVALUATION

Evaluate the communication plan both in terms of how well the plan was carried out and how well it worked. Use this evaluation to improve the plan and thus keep getting more effective every time the plan is implemented.



APPENDIX 5 PREPARING LEADERSHIP DEVELOPMENT AND MENTORING PLANS

STEPS:



1. DEFINE THE LEADERSHIP TEAM

- How many committed leaders are in the team?
- What kinds of skills are required?
- How will the leadership team support each other and the club?



2. STRENGTHEN THE CURRENT CLUB LEADERSHIP

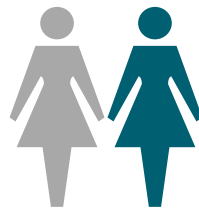
- What are the strengths of the team today?
- What are its difficulties?
- Determine the areas for which the team as a whole can use leadership development.
- Find the needed leadership training tools in the Zonta Leadership Academy. If they are missing, contact the chairman of the committee at (a generic e-mail address here) and request the special training needed.
- Schedule the training and make sure it is conducted
- Evaluate the training and send feedback to (leadership generic e-mail).



3. SET LEADERSHIP DEVELOPMENT GOALS FOR THE CLUB

- Dedicate a club meeting to discuss leadership training and identify specific needs / areas desired by club members. Examples: conflict resolution, facilitation/presentation skills, etc.
- Make specific goals for leadership training to address the areas identified.
- Set up a training plan, see an example in the table below

Goal	Leadership Development Activities and by whom	Timeline
Improve e-mail communication skills and Internet skills	<ul style="list-style-type: none"> • Preparation before writing the e-mail • Using the appropriate language and content writing the e-mail • Following up after sending the email. • Trainers: Member A, Leadership development committee member B, others... 	This Month
How to lead effective meetings	<ul style="list-style-type: none"> • Preparation of an effective agenda • Including the necessary material • Leading the meeting. • Following up after the meeting • Trainers: Member A, Leadership development committee member B, others... • Material to be downloaded from: XXXX 	Next Month
Emotional Intelligence	<ul style="list-style-type: none"> • What is emotional intelligence • When can / should it be used • How can it contribute to strengthening the club 	Before year end



4. SELECT THE TRAINING METHOD

The Zonta International Leadership Development Institute provides tools for different methods of training: PowerPoints, videos, webinars, etc. The committee can always be contacted about the possibility for a face-to-face or instructor-led training. Do not, however, underestimate the power of the following methods:



Model good leadership

Be a good leader and a role model for the ones that will follow you.

Teach as you lead

While handling a delicate negotiation, seize the opportunity to teach someone about the art of negotiating. Share strategy with the club board. How did you prepare before the meeting where the negotiation was to take place? What else did you consider?

Mentoring

Encourage mentoring programs at club level and be proactive in identifying potential mentors. A very successful practice in many clubs has been to appoint a mentor to each new member during the first year of membership. This helps maximize the value of the membership for the new member and contributes to membership retention.

Cooperate with other Zonta clubs

Leadership development is probably a need in all Zonta clubs. Cooperate with other Zonta clubs in arranging leadership training with external trainers, thus sharing the expenses.

Orientations & workshops

Those are golden opportunities to include leadership training in the program of the orientation or dedicating a specific workshop for leadership training.

Make sure that:

- The target group is well defined,
- Their needs are clear,
- The program is tailored to address those needs.



Writing the individual leadership plan

Depending on the resources of the club board, individual leadership development plans can be developed either for the current board members or for potential candidates for board positions. The plan has to be developed in cooperation with the individual. An example is shown in the table below.

Leadership Plan for member AAA, planning to run for club office position		
Goal	Leadership Development Activity and by whom	Timeline
Zonta leadership	<p>What is the difference between a leader in a company and in Zonta? What are the skills and competencies needed?</p> <p>Trainer: past club President BBB and leadership trainer CCC</p>	Next month
Stress Management	<p>What is stress? How do you react under stressed situations? How can you manage a difficult conversation if you are stressed?</p> <p>Trainer: past club President BBB and leadership trainer CCC</p>	Next six months



5. EVALUATE THE RESULTS

By the end of the training period, make sure that you evaluate the results. Evaluation can be done via questionnaires, interviews, or by exposing the trained person to a situation she has been trained for.



APPENDIX 6

PREPARING A SUCCESSION PLAN

Strong organizations are characterized by a clear succession planning process. This appendix contains the main steps to be taken when preparing a succession plan.

STEP 1: FULLY ENGAGE IN THE PROCESS.

The board shall be engaged in the development of a forward-looking skills-and-experience profiles among the club membership. Boards should go beyond the traditional position description and delve deeply into both the competencies and experiences required for the next leaders. This work can be translated into a dashboard for grading succession candidates in an objective manner. Remember to set the criteria and then refresh them as needed.

STEP 2: ASSESS CANDIDATES AMONG THE CLUB MEMBERSHIP.

Once the criteria are established, it is more straight forward to identify candidates that either have the necessary skills and competencies, or who have the potential to grow via training, exposure to tasks, etc.

STEP 3: CONDUCT A STRESS TEST AND SIMULATION.

One of the characteristics of the volunteer leaders is that they dedicate their spare time to Zonta. A full agenda with job, family and Zonta can be difficult to balance and results often in stressed situations. It is important to measure the candidates in terms of how they react to stress and how they react in emergency situations.

STEP 4: ON-BOARD THE SUCCESSOR.

One of the main responsibilities of each leader is to train the successor. As club president, make sure the vice president is trained, informed and involved during the period of vice president. The same applies for all other positions.



APPENDIX 7

RISK MANAGEMENT

Risk management is a process whereby;

- Financial, operational, strategic, and reputational risks, threats and potential negative events are identified and assessed
- Action plans are created to minimize or eliminate the impact of negative events
- Strategies are prepared to suit the type of risks and Zonta as an organization

The purpose of risk management is to keep the club safe, to protect its board and its members from negative events and to preserve the data, records and physical assets of the club.

Each club should assess their risks based on statutory requirements, their club activities and the business practices in their country. The risk assessment should cover all aspects of the club operation and focus on risk mitigation in areas where potential risk has been identified.

Some of the most common risk areas are:

LEGAL STRUCTURE AND TAX STATUS



FIND IT HERE:

**CLUB BYLAWS
TEMPLATE**

membership.zonta.org/Forms

Countries have different structures for organizations and voluntary groups. Find out what the options are in your country. Some structures can limit the liability of the board. Whichever structure your club choose to have, you will need to draw up a set of rules stating how your club will work – the governing document. In Zonta International the governing document is the bylaws and you will find a suggested template for club bylaws on the Zonta website.

The tax status of the club will vary from country to country and it is essential that you find out what is relevant for clubs in your country. In North America it is preferred that the clubs are both a 501(c)(3) organization, which is organized for charitable purposes, and a 501(c)(4) organization which is operated exclusively to promote social welfare. See further information on pages 68 -70.



FINANCE AND OPERATION

The club should have written procedures for internal controls to provide members with assurance that the club money and assets are safe. This would include a documented requirement and procedure for handling cash, signing cheques, reconciliation of bank account and regular financial reports among other things. It should also be decided each biennium and subsequently documented, who has the right to sign contracts and other undertakings, other than cheques, on behalf of the club.



GOVERNING DOCUMENTS
membership.zonta.org/
Governance

The club dues — see Zonta International Rules of Procedure, should be set at a level to cover the operation of the club. A budget should be made each year for approval at the annual meeting and the club dues should be agreed in accordance with the budget. If appropriate, a separate budget could be made for the service fund.

If club funds are being invested in financial instruments, it is advisable that these instruments are cash equivalents or low risk products and that all decisions regarding these funds are made in accordance with written club policy.

Social media is a wonderful tool to spread news quickly but it does not segregate good news from bad. Make sure that you have good internal controls on what to write on social media platforms, who you invite to share your news with and that you are on the alert for misuse by people with ulterior motives.

All clubs should familiarize themselves with the Brand Identity Policy to avoid misuse of the Zonta brand.

Reputation is very important for a not-for-profit organization. It would only take one negative event to damage the reputation of an organization in a particular area and with increased awareness of potential risks these events could be better managed and in most cases avoided altogether.



LIABILITY AND INSURANCE

The club board will be liable for the activities of the club. The level of this liability will depend on the legal structure of the club and differ from country to country. Make sure you know what is applicable where your club is located.

There are various types of insurance available to cover the board, the members and the public during a Zonta club activity.

Some examples:

- General liability insurance - cover in case of bodily injury and fire
- Director & Officers liability – cover the board members for breach of duty claims such as discrimination, sexual harassment, breach of contract among other things
- Event cancellation insurance – cover the club for financial loss if an event has to be canceled due to unforeseen circumstances

Other incidents that the club may wish to insure could be loss of physical assets and data. All club assets should be stored safely and a retention policy kept updated for future boards and members to follow.

The detailed conditions which apply in case there is a claim under any insurance are written down in the insurance policy. Study this document carefully before accepting the insurance cover.

General liability insurance is a necessity for clubs in North America. Zonta International has therefore arranged a group liability insurance coverage for all clubs in this region. An additional fee is added to the dues for these clubs to cover the cost. The cover is automatic for North American clubs in good standing. This cover does not include Directors & Officers liability.

SUCCESSION PLANNING

The leadership of any club is very important and the knowledge and experience of long standing Zontians should be used to introduce new members quickly into the operation of the club.

Clubs with a succession plan and leadership training on the agenda will know how to handle the future leadership as well as unexpected vacancies on the board due to illness or death.



APPENDIX 8 FINANCES

CLUB BUDGET

Club dues should be sufficient to finance the operation of the club and meet its budget. It is recommended that two budgets be prepared, one for the service fund, the other for operations.

INTERNATIONAL DUES

Payment of international dues is according to the ZI Bylaws, Article V. Procedures relating non payment of dues and fees are specified in ZI Rules of Procedures.

To pay dues online, please visit the Zonta website.



APPENDIX 9 FINANCIAL MATTERS

ACCOUNTING PRACTICES

Accounting practices as described below should be followed according to the generally accepted standards in your country.

CASH RECEIPTS

Record all cash receipts by filling out the monthly cash receipt worksheet. Record the payer and the amount. Then record amount received under the appropriate category. (Why did the person give you the money?)

- Total the amount column.
- Total all the other columns.
- Add the totals of all the other columns. This should equal the total of the amount column.

CASH DISBURSEMENTS

Record all cash disbursements by filling out the monthly cash disbursement worksheet and record payee and amount. Then record amount paid under the appropriate category. (Why did you write a check to the person/company?)

- Total the amount columns.
- Total all the other columns.
- Add the totals of all the other columns. This should equal the total of the amount column.

BANK STATEMENT RECONCILIATION

1. From the monthly bank statement record the balance.
2. Add to bank statement balance receipts collected but not yet recorded on the bank statement.
3. Subtract the amount of any checks written but not yet recorded on the bank statement.
4. Look for miscellaneous income or expenses (interest income or bank service charge on the bank statement) and record on the monthly cash receipts or cash disbursement worksheet.
5. This is the adjusted bank balance. It should be equal to the amount from bank reconciliation proof step 4.



BANK RECONCILIATION PROOF

1. Record beginning cash balance.
2. Add the total amount from the monthly cash receipts worksheet.
3. Subtract the total amount from the monthly cash disbursement worksheet.
4. This is the adjusted bank balance and should equal step 5 above.

FINANCIAL STATEMENTS

- Record beginning cash balance.
- Record revenue (cash receipts) by category; then total all of the revenue. This total should equal the total amount from the monthly cash receipts worksheet.
- Record expenses (cash disbursements) by category, then total all the expenses. This total should equal the total amount from the monthly cash disbursement worksheet.
 - To the beginning cash balance, add total revenue and subtract total expense. This will give you the ending cash balance, which should equal the adjusted bank balance from above.

Suggested Cash Receipts, Cash Disbursements, Bank Statement Reconciliation, Bank Reconciliation Proof, and Financial Statements forms/templates are available on the Zonta International website.

US TAX MATTERS AND FILING REQUIREMENTS FOR US CLUBS

Note: This information is only important for clubs in the US. Please read carefully.

ZONTA INTERNATIONAL – TAX STATUS

Zonta International is a non-profit organization under Sec 501(c)(4) of the Internal Revenue Service Code. As such, Zonta International is exempt from Federal and State of Illinois Income Tax.

Zonta International is an association of clubs and for tax law purposes is not a charitable organization and is hence not exempt from the State of Illinois Sales and Use Tax on purchases made to carry out its activities. Contributions to Zonta International are not tax exempt to the donor.



ZONTA INTERNATIONAL FOUNDATION – TAX STATUS

Zonta International Foundation is a charitable non-profit organization under Sec 501(c) (3) of the Internal Revenue Service Code. As such, Zonta International Foundation is exempt from Federal and State Income Tax and from the State of Illinois Sales and Use Tax.

The exemption for sales tax applies on purchases directly made by the Zonta International Foundation to carry on its charitable programs and activities and all fundraising activities.

ZONTA CLUBS IN THE US – TAX STATUS

Zonta clubs have the same federal income tax status as Zonta International, i.e., non-profit tax exempt organization with 501(c)(4) status under Zonta International's group exemption (Number: 1219).

Note: clubs are not considered charitable 501(c)(3) organizations.

IMPLICATIONS FOR CLUBS IN THE US

- In order to be recognized by the Internal Revenue Service as a part of Zonta International's group exemption, each club must have an employer identification number. To obtain this identification number, complete IRS Form SS-4, Application for Employer Identification Number (EIN), and submit it to the IRS. Upon notification of your identification number from the IRS, notify ZI Headquarters of this identification number. Each club must also submit its authorization to ZI Headquarters to be included in the group exemption.
- Clubs in the United States with gross revenue from all sources totaling more than US\$25,000 must file an IRS 990 annually by 15 October. Zonta International files a group return for clubs with US\$25,000 or more in revenue that request to be included in this return and submit financial statements by 31 August. Clubs may choose to file as part of the group return or file a separate return on their own. Clubs in the United States with gross revenues of US\$25,000 or less are required to file a 990-N (e-postcard) electronically with the IRS. Each club is responsible for determining and following its own state or county's filing requirements.
- Zonta clubs in Illinois or in any state are not authorized to use



the Zonta International Foundation Illinois sales tax exemption number, even when engaged in fundraising activities that may benefit the Foundation. The use of this number is limited to the Foundation. The Foundation cannot monitor its use by others, and unintentional misuse could jeopardize the Foundation's tax status at the state and possibly federal levels.

- Zonta clubs are not automatically exempt from sales tax even when raising money for charitable purposes. You must follow your state regulations.
- If your club has established a charitable 501(c)(3) fund/club foundation, donations to that entity - either for your local projects or for ZIF - are tax deductible. You must provide a written receipt for a contribution of US\$250 (if in a single transaction) or more. You must deduct the value of any services or products provided in exchange for the donation. For example, a benefit dinner ticket costs US\$100/person. The actual cost of the dinner is US\$65. The ticket should state US\$35 is tax deductible as a charitable contribution. A donor buys eight tickets for a cost of US\$800; US\$280 is tax deductible. The 501(c)(3) entity should issue a receipt for US\$800, stating that the tax-deductible portion is US\$280.
- If your club does not have a charitable 501(c)(3) fund/club foundation and funds raised do not go directly to a 501(c)(3) organization, a notice should accompany all solicitations and fundraiser event tickets to read as follows: "Payments for participation in this fundraising event are not deductible as charitable contributions for United States Federal Income Tax purposes."
- Any donation from an individual directly to Zonta International Foundation may be tax deductible. The Foundation can provide receipts only to clubs, organizations or individual donors who make their payments directly to the Foundation.



APPENDIX 10 EXAMPLE OF CLUB NOMINATION FORM TO THE CLUB BOARD

Club Nomination Form for the Biennium 201X-201Y			
This form is to be completed by the Nominee			
1. Nominees must be Zontians in good standing.			
2. Please type or print all responses in English. Explanatory Notes are attached for your guidance.			
3. All nominees must agree to abide by the Campaigning Policy			
4. The original form must be returned to the club Nominating Committee Chairman of the nominee's home club by the XXXX (date to be decided by the club).			
Mark the position nominated for			
<input type="checkbox"/>	President		
<input type="checkbox"/>	Vice President		
<input type="checkbox"/>	Treasurer/Secretary		
<input type="checkbox"/>	Secretary		
1. Personal Information			
First Name		Last /Family Name	
Address (street, city, state, country, zip)			
Telephone numbers (include country code)		Home	Business
email			
2. Zonta Information			
Zonta Club of		Country	District
Year joined Zonta		Classification number	Classification description
Club offices held (years)			
District offices held, elected, appointed (years)	elected		appointed
International offices held, elected, appointed (years)	elected		appointed



3. Business/Professional Information			
Company			
Nature of Business: (If the nature of the business is not obvious from the company name, please describe. Please do not exceed 10 words.)			
Position/Title:			
Number of years in current position:			
Responsibilities of position (Please do not exceed 50 words.)			
Describe how your present/recent business or professional experience will contribute to the position for which you are submitting your nomination (Please do not exceed 100 words. Every word counts).			
4. Civic, Community or Professional Organizational Involvement			
List other civic, community or professional organizations to which you belong and any positions you have held in them within the past five years. If you have a future commitment to any of these organizations, indicate the position you will hold and the year/years of service expected. (Please do not exceed 100 words. Every word counts. Indicate the purpose of the organization if not obvious by the name.)			
5. Question for Nominees			
What are your goals for advancing globally the objects of Zonta International? How do you propose to accomplish them?			
6. The Nominee's Consent and Pledge			
<p>I CONSENT to have my name submitted for consideration for the stated position on page 1 of this form. I understand my obligations to Zonta International, to the District, Area and club if elected, i.e., the time required to attend meetings, conferences and conventions, the time needed for preparation and study and to handle all administrative duties. If elected, I will allot the time required.</p> <p>I PLEDGE that: I have read and will abide by the Campaigning Policy. I will uphold and abide by the Bylaws and Rules of Procedure of Zonta International and the decisions of its Board of Directors. If elected, I will carry out the duties and responsibilities of the stated position and conduct myself in an appropriate manner. If, due to unforeseen circumstances, I become unable to run for the stated position, I undertake to notify the Nominating Committee Chairman immediately.</p>			
Signature: Nominee			
Name, please print or type			
Zonta Club:	Country:	District:	Date:



APPENDIX 11 EXAMPLE OF CLUB MEETING AGENDA

Guest speakers can participate in the business sessions of the club meeting if so allowed by the club bylaws or by the assembly.

POSSIBLE SEQUENCE OF THE BUSINESS SESSION OF THE MEETING

- Call the meeting to order and welcome
- Establish the presence of a quorum before proceeding. In the absence of a quorum, business requiring a vote should be postponed. If urgent action is required, the action must be ratified by a quorum at the next meeting.
- Approval of the agenda
- Review and approval of minutes of previous meeting, asking for “corrections” and including all changes. Until approved, the minutes constitute a draft document.
- Correspondence
- Reports of club board, treasurer and standing committees
- Committee reports
- Business arising from the minutes or unfinished business
- Any other business and general discussion
- Announcements/date of next meeting
- Closing

SUGGESTED LANGUAGE OF A MEETING

CALL TO ORDER

The presiding officer rises, taps the gavel once and says, “the meeting will come to order.”

INTRODUCTIONS

Present individuals known to the members. Introduce individuals not known.



REVIEW AND APPROVAL OF THE MINUTES

The presiding officer says:

- “The secretary will read the minutes.” (Pause for reading.)
- “Are there any corrections to the minutes?” (Pause.)
- “If there are no corrections (or no further corrections), the minutes stand approved as read (or approved as corrected).”
- If the minutes have been distributed, they need not be read unless a member specifically requests it. The presiding officer may then say, “the minutes of the last meeting were printed in the (name of publication) or were mailed with the meeting announcement. Are there corrections to the minutes as distributed (or as mailed)?”

REPORT OF OFFICERS, CLUB BOARD OR COMMITTEES

- **Secretary and Treasurer:** The presiding officer says:
 - “The next business in order is hearing reports of the officers.”
 - “Has the secretary a report on correspondence?” (Action on correspondence will be taken up under “new business.”)
 - “May we have the treasurer’s report?”
 - “Are there any questions?” (Pause.)
 - “The treasurer’s report will be filed for audit.”
- **Other officers and the club board:** The presiding officer asks other reporting officers to speak.
- Standing committees are called upon to report in the order of listing in the bylaws.
- The presiding officer states the name of the chairman of the committee, followed by “Chairman of the ...committee is recognized to report.”
- If uncertain, the presiding officer may ask: “Does the ...committee have a report?”
- Special committees are called upon to report in the order in which they were appointed or alphabetically. It is wise to inquire before the meeting of any intentions to report. The presiding officer says, “the next business in order is hearing the reports of the special committees.”



UNFINISHED BUSINESS

The presiding officer should know whether there is unfinished business, and says:

- “Under unfinished business, the first item of business is...,” or
- “The next business in order is...”

NEW BUSINESS

This includes correspondence requiring action by members. The presiding officer says:

- “Is there any new business?”
- “Is there any further new business?”

ANNOUNCEMENTS

Prepare a list of announcements to be made by the presiding officer or others.

PROGRAM

The program committee chairman presents the program. The program presenter closes with, “Madam President, this concludes the program.”

ADJOURNMENT/CLOSING

The presiding officer asks, “is there any further business?” (pause) A motion may then be made to adjourn.

Alternatively, to save time, the presiding officer says, “if there is no objection, the meeting will now adjourn.” (pause)

“Since there is no objection, the meeting is adjourned.”

The presiding officer then raps the gavel once.



APPENDIX 12 EXAMPLE OF CONTENT OF MINUTES

CONTENTS OF MINUTES

The secretary should include the following in the minutes of a meeting:

- The type of meeting, date, time and place.
- The name of the organization.
- The names of the presiding officer and the secretary or the names of any substitute.
- That a quorum was present.
- That previous minutes were read and approved or approved with corrections.
- That certain reports were presented, including the name of the presenter, any action taken on the report and a reference to a file where the report may be found.
- The name of the mover of each main motion and the exact text of each main motion. The names of seconders are not included in the minutes.
- The disposition of each main motion, including any amendments and whether the motion was adopted, defeated, postponed, referred to a committee or otherwise handled.
- Notices of motions to be introduced at future meetings.
- Points of order and any rulings that set precedents for future meetings.
- The time of adjournment/closure.
- The signature of the recording secretary.



APPENDIX 13 SAMPLE CLUB CALENDAR

Month	Action	By Whom
JUNE and JULY or after convention in even years	Appoint committee chairmen, committee members and club parliamentarian (optional).	President
	Report name, address and telephone number of all committee chairmen to the governor and the area director.	Secretary
	Plan first meeting of the new club board as an orientation program.	President
	Hand over all pertinent files and records to new club board.	Club Board
	Distribute and discuss job descriptions.	Club Board
	Prepare and plan club goals and actions in line with the biennial goals and programs approved at Convention. Prepare a club calendar including: Club and club board meeting dates, special event dates, international project functions, club projects and functions Timetables for award programs, Amelia Earhart, YWPA, Jane M. Klausman, club awards, etc. Organization, membership and classification activities Biennial convention or study tour dates District conference dates and area meeting dates	Club Board, Program Committee, and all Club Committees
	Complete appropriate paperwork with the bank to change signatures, etc.	President and Treasurer
	Update membership directory. Include: Members' names, addresses and classifications, Names of officers and committee chairmen	Secretary
	Send copies of the club directory to governor and area director.	Secretary



AUG	In convention years, prepare a written review of convention action. Present the report to the club.	Club Delegate(s)
	Applications for Young Women in Public Affairs awards are available on the ZI website.	Program Committee
	<p>Odd years: candidates for positions at district and international levels shall send their completed nomination documents to the appropriate nominating committee chairman.</p> <p>Every year: candidates for positions at area level shall send their nomination documents to the area nominating committee.</p>	Candidate
OCT	Receive the Zonta International Directory and new bylaws booklet (even years). Advise all members and make the Directory available.	President
	Observe United Nations Month, especially United Nations Day (24 October).	President
	For clubs in the United States only: File the Internal Revenue Service's Form 990, if required, by 15 October. Please see Section 18 for additional information.	Treasurer
NOV and DEC	Celebrate 8 November, Zonta International Day, with Founders Day commemorations.	Program Committee
	15 November – Amelia Earhart Fellowship applications due to ZI Headquarters.	
	Observe International Day for the Elimination of Violence Against Women (25 November) and 16 Days of Activism Against Gender Violence (25 November-10 December)	
JAN	11 January – Amelia Earhart Day.	
	Schedule Amelia Earhart activities for this month.	Program Committee
	Applications for Jane M. Klausman Scholarships are available on the ZI website.	Program Committee



FEB and MARCH	For clubs in the United States only: Send Group Subordinate form to reach ZI Headquarters by 15 February.	Treasurer
	8 March - International Women's Day and Zonta Rose Day.	
	Distribute club dues invoices, including Zonta International, district, area (if applicable) and club obligations, to the membership.	Treasurer
	Collect club dues by 1 April.	Treasurer
	Elections for officers, directors and nominating committee members may be scheduled now or in April.	President
	Send YWPA club candidate application to governor (due 1 April).	Program Committee
APR	Even years - Remind the members that contributions to the Foundation must be received in April to be recognized at convention.	Treasurer
	Send updated member list to HQ at memberrecords@zonta.org . Link: Membership List Update	Treasurer
	Receive reports of officers, club board and committees.	Club Board
	Hold elections (optional) for officers, directors and nominating committee.	Nominating Committee
	Send Club Officer Contact Information Form to reach ZI Headquarters by 1 May.	President
	Send Annual Club Report to reach area director by 1 May (Sample form Part 3 - Forms).	President
	Emma Conlon Award nominations due 30 April to ZI Headquarters.	Program Committee
	In even years, elect club delegates to convention.	President



MAY	Send per capita dues together with updated Club member list to reach ZI Headquarters by 1 June. Link: International Dues Possibly also district and area dues.	Treasurer
	Send updated club officers form to HQ at memberrecords@zonta.org . Link: Officers contact information	President
	In odd-numbered years, send the nomination forms of candidates for Zonta International officers, directors and nominating committee members to be received by the international nominating committee chairman by 31 August.	Nominating Committee
	Convention: In even-numbered years, prepare for the convention by discussing ZI Bylaw amendment proposals, program goals, resolutions, and candidates. Ensure that club delegate and alternate or proxy is reported to ZI Headquarters by the due date (form provided to each club electronically).	Club Board and Club
	Hold joint meeting of outgoing and incoming club boards to ensure a smooth transition.	Incoming / Outgoing Board
	Send Jane M. Klausman club candidate application to governor/committee (depends on district procedures for this program) by 31 May.	Klausman Committee



APPENDIX 14 SELECTED ZONTA INTERNATIONAL, UNITED NATIONS AND OTHER SIGNIFICANT DATES

SEPTEMBER:

- Tuesday of the third week in September
- Opening Day for regular sessions of the UN General Assembly
- 5 – International Day of Charity
- 8 – International Literacy Day (UNESCO)
- 21 – International Day of Peace

OCTOBER

- 11 – International Day of the Girl Child
- 24 – United Nations Day
- 25 – International Day for the Elimination of Violence against Women

NOVEMBER – DECEMBER:

- 25 November-10 December – 16 Days of Activism against Gender Violence

DECEMBER

- 1 – World AIDS Day
- 5 – International Volunteer Day
- 10 – Human Rights Day

JANUARY

- 11 – Amelia Earhart Day

MARCH

- 8 – International Women’s Day and Zonta Rose Day

APRIL

- 7 – World Health Day

