



ZONTA
INTERNATIONAL

EMPOWERING WOMEN
THROUGH SERVICE & ADVOCACY

Zonta Club Manual

November 2017

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SECTION ONE – MEMBERS OF ZONTA INTERNATIONAL

Introduction

Purpose

The purpose of this manual is to guide and assist the club leadership of Zonta International and Zonta International Foundation in discharging its responsibilities. ¹

Audience

This manual should be read and followed by club board members, club committee chairs and members, and all other club members.

Contents and Use

The manual describes the processes by which a Zonta club operates and how it evaluates its role and effectiveness. Using the manual promotes uniformity and continuity in decision-making so the club members have a sense of consistent management.

The manual is not a substitute for the *Bylaws* or the *Rules of Procedure* of Zonta International, which are the primary rules that govern the operations of Zonta International, or for policies adopted by the International Board. The bylaws, rules of procedure and policies, together with any club bylaws, club rules of procedure or club policies should be read in conjunction with this manual.²

Update

This manual should be reviewed and, if required, updated once per biennium, unless relevant legal or policy requirements necessitate additional editions.

Style

The Associated Press Stylebook 2017 and the *Publication Manual of the American Psychological Association* are style guides utilized in this manual.

Parliamentary Authority

Robert's Rules of Order Newly Revised, 11th Edition

¹ Throughout this manual, *Board* signifies the club board and *manual* signifies this manual, except where expressly stated otherwise. References to a governor include regional representatives.

² All ► references are to the Zonta International website, unless stated otherwise.

SECTION ONE – Members of Zonta International

Members of Zonta International

- All Zonta clubs in good standing
- Individuals who are international honorary members
- Past presidents of Zonta international.

Members at Club Level

- Classified members
- Past presidents of Zonta International
- Individuals who are club honorary members.

► *Bylaws of Zonta International*, Article IV, Section 1 and 2

Advantages of Club Membership

- 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
- Unite with other members to foster high ethical standards and world fellowship
- Connect with Zontians from professions and cultures worldwide who share their mission to empower women
- Benefit from mentoring and leadership development programs organized at the local and international levels
- Discuss with other Zontians and benefit from the exchange of ideas
- 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 locally and internationally on issues that affect women, thereby safeguarding women's rights as human rights
- Work with likeminded organizations, especially through our consultative status as a non-governmental organization with the United Nations.
- Work with government and community leaders who share common goals
- Encourage and help students develop leadership skills, explore career options, and participate in community projects
- Are encouraged to network, share good practices and inspire one another
- Can transfer membership from one club to another when changing home town/city or country.

► *Bylaws of Zonta International*, Article XIV

► *Electronic Communications Policy and Electronic Communications Guidelines* under Governance/Policies

► *How to Nominate International Honorary Membership Guidelines*, under Governance/Policies

► *International Honorary Member List*, under About Us/International Honorary Member

► *Past International Presidents List*, under About Us/Past International Presidents

SECTION ONE – MEMBERS OF ZONTA INTERNATIONAL

Zonta International's Core 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. It is a leading global organization of more than 29,000 members in a wide variety of professions in 66 countries worldwide and is the organization of choice for women and men sharing a common goal.

❖ *Empowering women through service and advocacy.*

Zonta's main objectives are gender equality and the empowerment of women. Members of Zonta International believe that we will have a better world when women have access to all resources and are represented in decision-making positions on an equal basis with men, and when every woman is able to achieve her full potential. We empower women worldwide through service and advocacy.

▶ *Bylaws of Zonta International, Article II – Objects*

Zonta International'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.

❖ *Membership is the heart of our organization.*

By sharing their skills, competencies and experience, all members provide 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.*

▶ *International Manual, Section 7 – Zonta Essentials/Mission Statement and Themes*

▶ *Brand Identity Policy, under Governance/ Policies explains the Zonta symbol*

Classified members

Classified members have the right and responsibility to:

- Attend meetings and participate in the proceedings
- Give proper notice of absence, if required by the club
- Understand the fundamentals of parliamentary procedure
- Expect member rights to be upheld by the presiding officer
- Propose motions
- Debate
- Seek clarification
- Vote

SECTION ONE – MEMBERS OF ZONTA INTERNATIONAL

- Hold office, if elected
- Recommend action and change needed for progress
- Provide any report in writing and deliver to the secretary for the records, and ensure tasks are completed.

▶ *Occupation Description* under Tools/Membership Tools/Membership Planning

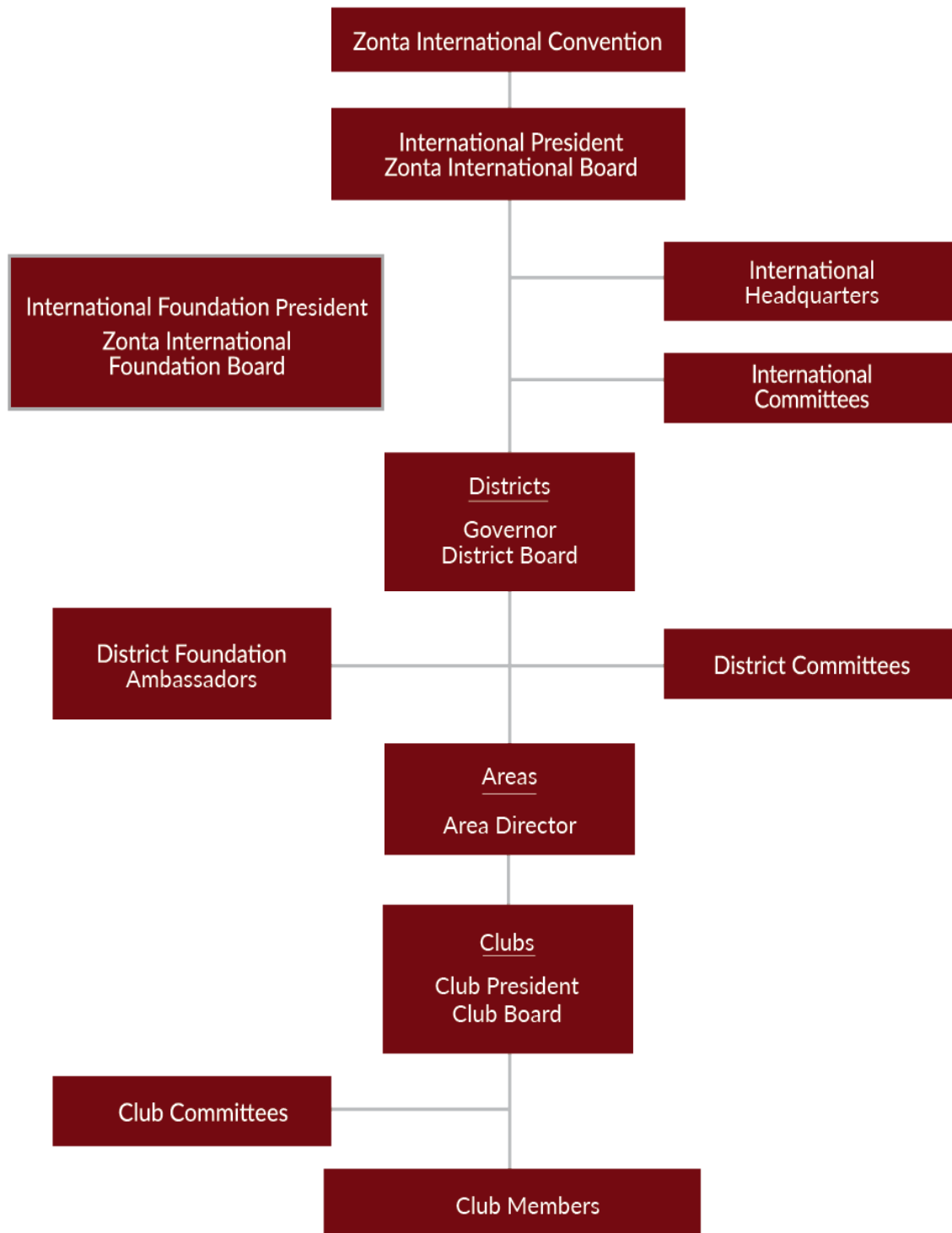
Member Awards

Zonta International maintains two award programs to honor individual Zontians. The Length of Membership Award honors individuals who have been club members for at least five years and are presented every five years thereafter. The Meritorious Service Award is presented for exceptional service at the Zonta International level.

- ▶ *Length of Membership Award Guidelines* under Governance/Policies
- ▶ *Meritorious Service Award Guidelines* under Governance/Policies

SECTION ONE – MEMBERS OF ZONTA INTERNATIONAL

Zonta Organization Chart



e-Clubs are directly supported by the districts

SECTION TWO – Zonta Club Board

The Club Board

The club board must have a president, a vice president, a treasurer, a secretary and at least two directors.

► *Bylaws of Zonta International*, Article XIV, Section 4, 5 and 6.

Term of Office

For officers and directors, the term of office is either one or two years. The treasurer may serve no more than four years. Other officers and the directors may serve no more than two years in the same office. An officer or director who serves more than half a term is deemed to have served a full term in that office.

Officers and directors are elected at or prior to the annual meeting and take office 1 June. The fiscal year for clubs in the United States must be through 31 May inclusive.

Board Meetings

The board meets monthly unless otherwise directed by the board. The board may transact business via electronic communications.

Quorum

Majority of the board.

Vacancies in office

<i>Position</i>	<i>Filled by</i>
President	Vice President
Vice President	Board
Treasurer	Board
Secretary	Board
Directors	Board

Decision-making in Zonta International

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:

- **At International Level – Convention.** Every even-numbered year, Zonta International holds its international convention to conduct the business of Zonta International and the Zonta International Foundation. Delegates, elected by the clubs, represent the clubs at the convention, vote, and make decisions to ensure that Zonta accomplishes its mission and implements its vision.

SECTION TWO – ZONTA CLUB BOARD

- **At District Level – District 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 matters pertaining to the district.
- **At Area level – Area Meeting.** Each area holds at least one meeting or workshop annually.
- **At Club Level – Club Meetings.** The business of the club is conducted by the club board and the club members, in board meetings and club meetings, respectively.

Governing Documents in Order of Precedence

1. Articles of Incorporation under the General Not-for-Profit Corporation Act, State of Illinois, USA
2. National and provincial/state laws
3. Bylaws of Zonta International
4. Rules of Procedure of Zonta International
5. Parliamentary authority adopted by the convention, the district conference, or the club, as appropriate
6. Operational policies adopted by the Zonta International Board
7. Manuals and guidelines adopted by the Zonta International Board

Because Zonta International is incorporated in the State of Illinois, United States of America, the Articles of Incorporation, the *Bylaws of Zonta International* and the *Rules of Procedure of Zonta International* must comply with the Illinois General Not-for-Profit Corporation Act.

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

- ▶ *Governing Documents* under Governance
- ▶ *Club Bylaws Template* under Forms

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.

SECTION TWO – ZONTA CLUB BOARD

Members should understand the basic rules of parliamentary procedure in order to participate effectively in business meetings.

The parliamentary authority of Zonta International is the current edition of *Robert's Rules of Order Newly Revised*. Clubs and districts are required to adopt either Robert's Rules or a recognized parliamentary authority in their country.

► *Bylaws of Zonta International* Article XIV Section 13

Fiduciary Duty and Legal Responsibilities

The officers and directors are legally responsible for the day-to-day decision-making of the club. They can be held personally liable for any breach of duty, depending on the way the club is constituted and the laws of the country of the club. The officers and directors owe three specific duties:

- **DUTY OF CARE** – the obligation to always act prudently and reasonably in regard to the management of the club's affairs
- **DUTY OF LOYALTY** – it is prohibited for a director or officer to use his or her position in Zonta to further his or her own interests
- **DUTY OF OBEDIENCE** – requires directors and officers to ensure that the club is run in accordance with its governing documents and with applicable laws.

When necessary, the board should seek advice from legal counsel regarding its legal and fiduciary responsibilities.

Conflict of Interest

Officers and directors should sign a *Conflict of Interest Form* when taking office. The *Conflict of Interest Policy* and form used for international officers and directors can be used as a guideline.

► *Conflict of Interest Policy* and *Conflict of Interest Declaration Form* under Governance/Policies

Overall Responsibilities of the Club Board

The club board has general supervision of the club between club meetings, always acting in consistence with actions and decisions taken by the club. Specific responsibilities include:

- 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 consistent with the *Bylaws of Zonta International*
- Holds the fiduciary responsibility of the club
- Recommends, but does not determine, policy, advocacy actions, service projects and donations for adoption by the club
- Upholds ethical principles
- Utilizes the strengths of the members and encourages self-development
- Considers budget(s) before the treasurer presents it to the membership for adoption
- Follows the *Bylaws of Zonta International* and the club bylaws when recruiting and inviting prospective members

SECTION TWO – ZONTA CLUB BOARD

- 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, succession planning, archiving, password maintenance, social media and other policies and insurance requirements
 - Is familiar with Zonta Objects, programs, policies and projects, particularly policies concerning club activity
 - Proposes for club approval specific, attainable and effective goals and activities consistent 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
 - Ensures that club committees are established according to the *Bylaws of Zonta International* and the club bylaws, and receives committee reports
 - Prepares leadership development and mentoring programs for the club members
 - Refers written complaints against a club officer, director or member of the nominating committee to a special committee elected by the club for review
 - 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
 - ▶ *Bylaws of Zonta International*, Article XIV, Sections 4(e), 8(e) and 12 (b)
 - Participates in training workshops, area meetings, district conferences and convention
 - Has in-depth knowledge of Zonta and sound communication skills
 - Disseminates Zonta International and district 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 the president
 - Considers awarding club honorary membership to individuals who have distinguished themselves by some exceptional service other than service to Zonta
 - Ensures continuity of leadership and understanding of club board duties by meeting with the incoming club board prior to its assumption of office.
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- ▶ *Membership Manual* under Governance/Manuals
 - ▶ Policies under Governance/Policies & Guidelines
 - ▶ Leadership Development Tools under Tools

Club President

The club president is the chief executive officer of the club.

Responsibilities at Club Level

- Presides at all meetings of the club and the board
- Appoints chairmen of all committees except the Nominating Committee, subject to approval by the board
- Promotes participation at the club, area, district and international levels of Zonta
- Invites the district foundation ambassador to club meetings
- Encourages club and individual contributions to the Zonta International Foundation

SECTION TWO – ZONTA CLUB BOARD

- Encourages all club members to register on the Zonta International website, and to take advantage of the information resources and tools offered
- Ensures that the club bylaws comply with the *Bylaws of Zonta International* and the laws of the country in which the club exists
- Takes ultimate responsibility for timely and correct club submission of reports, dues, and member information to headquarters, district and area
- Has a thorough knowledge of the Objects, projects and policies of Zonta International
- Disseminates information from Zonta International, the Zonta International Foundation, headquarters, the district and the area
- Appoints a club parliamentarian, if the president chooses to have one
- Is a signatory of club accounts and contracts in accordance with the *Club Bylaws* and/or the *Club Internal Control Manual*
- Submits 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 30 days of the new president assuming office.

Responsibilities 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, if required
- Reports club achievements and concerns to area director
- Attends area board meetings, if applicable
- Submits annual club report to area director
- Invites area director for an official visit to a club business meeting, at least once during the biennium
- Attends area meetings and workshops and leadership training opportunities.

Responsibilities 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.

Responsibilities at International Level

- Ensures that the club's permanent club email address is reported to headquarters, and that email correspondence is handled efficiently
- Ensures that the club elects delegates and alternates to convention and that the credentials registration to convention is completed by the published due date
- Notifies the governor if a proxy is needed
- Appoints a club or board member responsible for club risk management
- Ensures that annual per capita dues, together with a current and complete club member list, are sent to headquarters by 1 June
- Ensures *Club Officer Contact Information Form* is sent to headquarters by 1 May
- Visits the Zonta International website regularly.

- ▶ *Bylaws of Zonta International*, Article XIV, Section 4 and 5 (a)

SECTION TWO – ZONTA CLUB BOARD

- ▶ *Club Officer Contact Information* under Forms
- ▶ *Risk Management* under Tools

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, 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 new vice president assumes office.

If club bylaws specify that there are two vice presidents, the first vice president ranks higher than the second.

- ▶ *Bylaws of Zonta International*, Article XIV, Section 4 and 5 (b)

Club Treasurer

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

- Drafts and presents the club budget to the board for recommendation to the membership
- Ensures that authorized signatories of the club are on file with the club's bank
- Pays all properly approved bills in accordance with the budget
- Keeps an accurate record of the collection and disbursement of all club funds
- Submits financial reports to the club and its board regularly, as required
- Produces bank statements and/or checkbooks when requested by club members
- Submits a written report of the club's annual financial position at the annual meeting
- Keeps membership list up to date
- Pays international membership dues by 1 June
- Registers all existing members in connection with the annual dues payment by submitting *Member Report Form* to headquarters
- Registers new members as soon as they have paid dues by submitting the *Member Report Form* to headquarters
- In the USA, ensures that members' consent is received annually for Zonta International to store member data on servers, as required by data protection legislation. Consent to be confirmed to headquarters in connection with annual membership reporting.
- Pays district dues, and area dues if applicable, by the date required
- Ensures prompt transfer of donations to the Zonta International Foundation account, which is different from the account to which dues payments are made
- Creates and administers a policy for record retention in keeping with the country's filing requirements. In the United States, the Internal Revenue Service mandates seven years.
- Determines and follows all state, provincial and country filing requirements

SECTION TWO – ZONTA CLUB BOARD

- Arranges an annual audit/examination and provides a written report from the auditors/examiners to the club
 - Briefs the incoming treasurer on all club activities and policies and hands over all club records of office to the incoming treasurer within 30 days after the new treasurer assumes office.
- ▶ *Bylaws of Zonta International*, Article XIV, Sections 4, 5 (d) and 11
 - ▶ *Membership Dues Tools* under Tools
 - ▶ *Data Protection Policy* under Governance/Policies

Club Secretary

The club secretary is responsible for ensuring proper management of club records and for disseminating information as appropriate. A club secretary:

- Attends meetings of the club and board and takes and keeps minutes of all proceedings
- Brings relevant documents to all meetings
- Prepares draft minutes for the president to review, distributes the minutes in advance of the next meeting and records corrections
- Brings updated membership, officer and committee lists, and paper for ballot votes to all meetings, if required under club bylaws
- Keeps a record of all members and guests attending meetings
- Reports to the club president/board as required
- Coordinates submission of membership records to headquarters with club treasurer
- Ensures that the club number is used on all correspondence with headquarters
- Ensures that existing members update their contact information via the Zonta international website
- Sends a *Club Officer Contact Information Form* to headquarters, the area director and the governor before 1 May
- Handles club correspondence, including communications requested by officers and committee chairmen and thank-you letters to guest speakers
- Ensures that the area director and governor receive the club's newsletter
- Handles the club's email inbox and responds in a timely fashion to all email inquiries or information provided by headquarters
- Ensures that the club board reviews the club's archiving procedures at the beginning of each biennium
- Archives club materials according to the club's archiving guidelines
- Maintains the following files:
 - Minutes of meetings
 - *Club Internal Control Manual*
 - Member records
 - Meeting attendance record
 - Club newsletters
 - Area director's and governor's newsletters and
 - *The Zontian* magazine.

SECTION TWO – ZONTA CLUB BOARD

- Briefs the incoming secretary and passes over the records of office and any other relevant materials within a reasonable time after the new secretary assumes office.
- ▶ *Bylaws of Zonta International*, Article XIV, Sections 4 and 5 (c)
- ▶ *Member Report Form* under Forms

Club Director

The directors serve as members of the board. They:

- Attend board and club meetings
 - Approve the president's appointments of committee chairmen
 - Chair committees, as appointed
 - Propose policies, service projects, advocacy initiatives and other actions for the board to consider and recommend to the membership
 - Review the draft budget and recommend to the members for approval
 - Supervise own expenditures in accordance with the approved budget
 - Perform other duties as assigned by the president.
-
- ▶ *Bylaws of Zonta International*, Article XIV, Sections 4 and 5 (c)

SECTION THREE – Club Committees

General

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

Each club must have a Service Committee, an Advocacy Committee, a Membership Committee and an elected Nominating Committee. Clubs can specify other standing committees in their bylaws, as discussed below. Unless otherwise provided in the club bylaws, the club president shall appoint committee chairmen, subject to approval by the club board.

Committees report regularly to the board and to the club. It is recommended that job descriptions for committee chairmen and members be prepared and updated regularly.

► *Bylaws of Zonta International*, Article XIV, Sections 8 and 9.

Responsibilities of Club Committee Chairmen

- Establish the goals for the committee in cooperation with the president, board and committee members
- Ensure committee goals and activities are aligned with Zonta International's mission
- Report to the board and the club regularly
- Report to relevant district committee chairmen as required and copy the president
- Schedule committee meetings and preside at them
- Engage all committee members and encourage an open and creative working environment
- Adhere to the approved committee budget, if provided.

Responsibilities of Committee Members

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

Club Nominating Committee

The Nominating Committee prepares the slate of candidates for the elective 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, board members should not be members of the committee.

SECTION THREE – CLUB COMMITTEES

The board is responsible for the legality of the nominating process, including but not limited to approval of the nomination form, if the club uses one.

Duties

- Encourages club members to nominate candidates for elective positions. Contacts prospective nominees, informs them of the duties of office and obtains their consent to serve if elected
- Nominates one or more qualified members for each elective position to be filled
- 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
- The chairman presents the slate at the club's election meeting or at a prior meeting if required by club rules.

► *Bylaws of Zonta International, Article XIV, Section 8*

Club Service Committee

The main responsibilities of the Service Committee are:

- Recommend action in accordance with the Objects of Zonta International and Zonta International's Biennial Goals to empower women through international and local service projects
- Inform the membership of the biennial international projects and programs and their progress during the biennium
- Encourage the club to contribute one-third of funds raised locally to the Zonta International Foundation to support Zonta International's service and educational award programs
- Encourage members to make individual contributions to the Zonta International Foundation
- Propose a service budget and service activities to the board for recommendation to the membership.

Club Advocacy Committee

The main responsibilities of the Advocacy Committee are:

- Advocate to influence laws and attitudes that affect women with the goal of assisting women to develop their full potential
- Define, organize and conduct advocacy activities focusing on recognizing women's rights as human rights and on preventing violence against women
- Develop resources for members to be effective advocates in their communities
- Report on successful advocacy outcomes through the Zonta International website
- Work closely with the district Advocacy Committee and club Service Committee

SECTION THREE – CLUB COMMITTEES

- Cooperate 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.

Club Membership Committee

The main responsibilities of the Membership Committee are:

- Define goals for recruiting new members and monitor progress toward those goals
- Encourage every member to identify prospective members and invite them to meetings and events
- Adhere to the membership approval process in the *Bylaws of Zonta International*.
- Identify a mentor for each new member and facilitate the new member's involvement in club activities
- Communicate with the district lieutenant governor, who is the district membership chairman, as appropriate
- Maintain updated record of the club membership, including members' classifications.

▶ *Marian de Forest Membership Manual*

▶ *Bylaws of Zonta International*, Article XIV, Section 2 - Members

Other Club Committees

The club may specify other standing committees in its bylaws. These committees may include a Program Committee; Finance Committee; Attendance Committee; Scholarship, Awards and Fellowship Committee; Z Club and Golden Z Club Committee; Intercity Committee; Public Relations and Communications Committee. Some clubs also establish a Fundraising Committee and a Leadership Development Committee.

The president, the board, or the club may also establish *ad hoc* committees to perform specific tasks, such as planning an event. These committees are not listed in the bylaws and are dissolved when they have accomplished their purpose.

SECTION FOUR – Running the Club

Motivate Volunteers

Make the Zonta Mission the Key Focus

- Disseminate newsletters at club, area, district or international level or in 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
 - ▶ *Length of Membership Award Guidelines* under Governance/Policies
 - ▶ *Meritorious Service Award Guidelines* under Governance/Policies
 - Consider giving club awards and other types of recognition at club level
 - Hold induction ceremonies for new members and installation ceremonies for the new club board.
- ▶ *Protocol Manual* under Governance/Manuals

Offer Opportunities for Development and Involvement

- Establish mentoring plans for new members. New members should be assigned to a committee 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 speak on interesting and meaningful topics, including issues relevant to career or personal development
- Consider leadership training exercises for members
- Organize fellowship activities to develop friendship and camaraderie among members
- Zonta clubs in close proximity can encourage participation their events by members of other clubs.

Focus on Service and Advocacy Projects in line with Zonta International's Mission

- Talk to community leaders and other knowledgeable persons to learn the main issues affecting women in the community
- Engage members to analyze the root causes of these issues, and decide how to address them either through service or advocacy projects
- The Advocacy and/or Service Committees plan appropriate projects and ensure their successful implementation
- Engage as many members as possible in committee work
- Complete a report of the project clearly showing its impact in achieving equality and empowering women and girls.

Hold Effective Meetings with Activities that Engage

- Club meetings are held as specified in the club bylaws.

SECTION FOUR – RUNNING THE CLUB

- ▶ *Zonta International Bylaws* Art. XIV, Section 7
- Clubs may want to prepare and provide to the members a calendar covering club meetings, events and deadlines, as well as relevant area, district and Zonta International events, for the club year
- Establish a clear agenda and advise members of timing, venue and agenda of meetings well in advance
- Follow protocol
- Follow appropriate parliamentary procedure and democratic decision-making processes
- Announce meeting business in proper sequence
- Announce the result of the vote
 - Always take both sides of the vote except in a courtesy resolution when a negative vote is not requested
 - State whether the vote was sufficient for adoption and whether the motion was adopted or not
 - State the effect of the vote in terms of the action to be taken. If necessary, order execution of the action.
- Ensure adherence to the rules relating to debate and decorum
- Send timely minutes summarizing decisions to all members
- Consider for a guest speaker and visiting Zontians, when applicable
 - Agree well in advance the fee or honorarium, if any, 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.

- ▶ *Bylaws of Zonta International*, Art. XIV, Section 7
- ▶ *Protocol Manual*
- ▶ Appendix 1 of this manual – *Parliamentary Procedure*
- ▶ Appendix 11 of this manual – *Example Club Meeting Agenda*
- ▶ Appendix 12 of this manual – *Example of Club Meeting Minutes*

Maintain Affordable Dues

- Minimize the cost of attending meetings
- Seek sponsorship for activities
- Keep administrative expenses to a minimum.

▶ *Bylaws of Zonta International*, Art. XIV, Section 3.

Promote the Zonta International Foundation

The Zonta International Foundation was founded in 1984. The purpose of the Foundation is to carry out the charitable service purposes of Zonta International. The Foundation is

SECTION FOUR – RUNNING THE CLUB

organized exclusively for charitable purposes. The Bylaws of Zonta International Foundation 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 Zonta International Foundation 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 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. However, the primary purpose of the Foundation is to raise the funds necessary to support Zonta International's service and educational programs.

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

Club Elections

The lengths of service of each elected officer or director should be in accordance with the club bylaws. However, all officers and directors assume office 1 June and should hold office at least for one year.

► *Bylaws of Zonta International*, Article XIV Section 4 (c)

- Club elections are held when 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 the Nominating Committee chairman reads. 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 election, and declares polls open
- Elections are by ballot, which may be by mail, unless otherwise stated in the club bylaws

SECTION FOUR – RUNNING THE CLUB

- 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
- When called upon by the president, the chairman of the tellers reads the tellers' report including the number of votes received by each candidate.

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' names and 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 will announce *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 added to 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.

Retention, Recruitment and Rejuvenation of Membership

- ▶ *Marian de Forest Membership Manual* under Governance/Manuals on the website
- ▶ *Membership Tools* under Tools
- ▶ *Global Membership Drive* under Tools/Membership Tools

APPENDIX A – Parliamentary Procedure

Important Voting Terms

Majority Vote

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. The 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/Mister 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 may not speak against the motion but may vote either for or against it.

The motion should be seconded by another 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 motion is made on behalf of the board or a committee.

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 then calls for discussion, alternating speakers *for* and *against* the motion. 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. The affirmative vote is taken

APPENDIX A – PARLIAMENTARY PROCEDURE

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. 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 thirteen (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.

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.

Motion that Brings 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 the one covering motions that bring a question back to the assembly.

► Make sure to use the proper motion to obtain the desired result. Using motions in club business is a good preparation for district meetings and conventions.

Under Zonta International's parliamentary authority, *Robert's Rules of Order Newly Revised*, there is a motion designed to handle the different situations during meetings. If the member

APPENDIX A – PARLIAMENTARY PROCEDURE

knows the purpose to be achieved, use of the proper motion will normally obtain the desired results.

► *Robert's Rules of Order Newly Revised* gives examples of all types of motions and how and when to use them.

APPENDIX B – Performing a SWOT Analysis

Analysis

The SWOT (**S**trength – **W**eakness – **O**pportunities – **T**hreat) 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.

► *Preparing Strategic Plans, Biennial Goals and Action Plans*, Appendix C of this manual.

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 helps ensure members participate actively in the club's work.

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

Strength



- What are we best at?
- What intellectual property do we own that can help us with this objective?
- What specific skills does the current membership 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?

Weakness



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

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 opportunities might be opening to us?

Threat



- 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?

Compile

For each category, compile the information generated by the club/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.

Prioritize.

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

- 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 C – Preparing Strategic Plans, Biennial Goals and Action Plans

A Zonta club generally has strategic goals and biennial goals. The biennial goals should be prepared after each convention in order to be consistent with Zonta International's Biennial Goals.

Strategic Goals

Strategic goals are statements of strategic direction for the club. They are generally based on the results of the SWOT analysis. 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.

► Appendix B in this manual - *SWOT Analysis*

Priority Grid for Strategic Planning

A goals grid is a relatively simple technique that can help clubs to think more clearly about the Zonta goals, particularly when 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 during the biennium. They are composed of plans and their key performance indicators. The biennial goals, including their indicators, should follow the *smarter* template.

Specific	Target the needs of the organization specifically
Measurable	Track success
Achievable	Take into consideration that Zonta is an organization of volunteers
Relevant	For the fulfilment of Zonta International'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 and to cooperate

APPENDIX C – PREPARING STRAT. PLANS, GOALS AND ACTION PLANS

	with
Reflective	Of 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 5 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 achieve 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 on 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; and completers
Core team	Who does what?
Resources needed	What resources other than money are needed?
Success criteria	Define the minimum achievements required for the action to be considered a success
Stop criteria	Define the criteria for stopping the action
Communication plan	Prepare how and when to communicate to the club members and other stakeholders

APPENDIX D – Communication Plan

Communication may be internal, i.e., directed toward Zontians, or external, directed towards other stakeholders or other entities.

A good guideline for developing a communication plan includes the following eight steps:

1. Identify the purpose of the communication
2. Identify the audience
3. Plan and design the message
4. Consider the available and requisite 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, and
8. Decide how to evaluate the plan and adjust it, based on the results of carrying it out.

Identify the Purpose

- 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 an event
- To celebrate anniversaries or other special occasions, and
- To raise money to fund Zonta's projects and programs.

Identify the Audience

Different target groups need different messages provided via different channels.

Plan and Design the Message

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

Content

Create the message with your audience in mind.

Mood

Consider to what emotions the message will appeal. In general, if the mood is too extreme—too negative, too frightening or if it appears that you are trying to make your audience feel guilty—nobody will pay much attention to it. A positive tone will usually reach more people than a negative one.

Language

There are two aspects to language:

- The actual language that the intended audience speaks

- 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 send different types of messages and/or reach different audiences, such as:

- Posters
- Fliers and brochures
- Newsletters
- Promotional materials—items such as caps, T-shirts and mugs
- Websites—in addition to club website, social media sites such as Facebook, Twitter and YouTube are effective mediums for communication
- *Letters to the Editor*
- Press releases and press conferences
- Presentations or presence at local events and local and national conferences, fairs and other gatherings
- Community outreach
- Word of mouth—the *elevator pitch*, i.e., what you can say in a short elevator ride with strangers
- Music
- Exhibits and public art
- Videos
- Television
- Theater and interactive theater.

Resources

The resources should be planned carefully and include determining how much money can be spent and how much volunteer time will be needed.

Anticipate Obstacles and Emergencies

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

Strategize How to Connect with 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 media representatives with reasons for them to want to help Zonta, and follow through over time to sustain those relationships in order to keep communication channels open.

Create an Action Plan

The action plan should contain the timing of the actions, including milestones, success and “stop” criteria.

▶ *Preparing Strategic Plans, Biennial Goals and Action Plans*, Appendix C, of this manual.

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 make it more effective each time it is implemented.

APPENDIX E – Preparing Leadership Development and Mentoring Plans

Define the Club 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?

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 Program. If you do not find the tools you need, contact the chairman of the Zonta International Leadership Development Committee
- Schedule the training
- Evaluate the training and send feedback to the Leadership Development Committee, leadershiptraining@zonta.org.

► *Leadership Development Tools* under Tools

Set the Leadership Development Goals for the Club

- Dedicate a club meeting to discussing leadership training and identify specific needs desired by club members. These could include conflict resolution, facilitation/presentation skills, financing or risk management
- Make specific goals for leadership training to address the areas identified
- Set up a training plan, similar to the example here:

Goal	Leadership Development Activities and by whom	Timeline
Improve email communication skills and Internet skills	<ul style="list-style-type: none"> • Preparation before writing the email • Using the appropriate language and content • Writing the email • Following up after sending the email • Trainers: <ul style="list-style-type: none"> ○ Member A – Leadership Development Committee, ○ Member B – others 	This Month
How to lead effective meetings	<ul style="list-style-type: none"> • Preparing an effective agenda • Including the necessary material • Leading the meeting • Following up after the meeting • Trainers: 	Next Month

APPENDIX E – PREPARING LEADERSHIP AND MENTORING PLANS

	<ul style="list-style-type: none"> ○ Member A – Leadership Development Committee ○ Member B – others ● Material to be downloaded from: <website> 	
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

Select the Training Method

The Zonta Leadership Development Program provides tools for different methods of training such as PowerPoints, videos, webinars and more. 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 those who 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 within the club and be proactive in identifying potential mentors. A 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 membership for the new member and contributes to member retention.

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

Orientations and workshops. These are excellent opportunities for leadership training. Make sure that:

- The target group is well defined
- The needs of that group are well-defined
- The program is tailored to address those needs.

APPENDIX F – Risk Management

The purpose of risk management in a Zonta club is to protect its board and its members from negative events and to preserve the data, records and physical assets of the club. Action plans are created to minimize or eliminate the impact of negative events and strategies are prepared to suit the type of risks present in an organization like Zonta.

Each club should assess its risks based on statutory requirements, the club's activities and the business practices in the country in which the club is located. The risk assessment should cover all aspects of the club's operation and focus on risk mitigation in areas where potential risk is identified.

► *Risk Management Tools* under Tools

Legal Structure and Tax Status

Countries have different structures for organizations and voluntary groups. Find out what the options are in your country. Some structures better limit the liability of the board members. Whichever structure your club chooses, you must draft the rules your club will work with—the governing document. In Zonta International, the governing document is the *Bylaws of Zonta International* and there is a suggested template for club bylaws on the Zonta website.

► *Clubs Bylaws Template* under Forms

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 most countries, the club's Zonta business shall have to be separated from its charitable activity, often in separate entities, if tax deduction for donations is the aim. The club may need to set up a separate foundation, similar to the Zonta International Foundation, to deal with the charitable work of the club.

► Appendix I in this manual - *Tax Status for Clubs in the USA*

Finance and Operation

The club should maintain procedures for internal controls in writing. This would include procedure for handling cash, signing checks, reconciliation of bank account and providing regular financial reports to the club members, among other things. Club signatories for contracts, checks and other undertakings, should be documented and updated.

► Appendix H – Financial Management of this manual

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.

Good risk management is to have a Social Media Policy, which outlines how the club wishes to use and be seen by social media, and to nominate members responsible for the social media activity of the club.

▶ *Electronic Communications and Guidelines* under Governance/Policies

Reputation is very important for a nonprofit organization. It takes only one negative event to damage the reputation of an organization, but with increased awareness of potential risks these events can be better managed and in most cases avoided altogether. If the board has reason to believe that something is not right in the club or somebody has done something wrong or is about to do something that will not benefit the club, take immediate action to minimize the damage.

▶ *Conflict of Interest*, in Section Two of this manual.

Liability and Insurance

The club board is liable for the activities of the club. The level of this liability will depend on the legal structure of the club and differs from country to country. Make sure you know what is applicable where your club is located. Regardless of structure, officers and directors have a fiduciary duty always to put the interests of the club first.

▶ *Fiduciary Duty and Legal Responsibility* in Section Two of this manual

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

- **General Liability Insurance.** Covers the club in the event of bodily injury or fire.
- **Directors' and Officers' Liability Insurance.** Covers the board members for breach of duty claims such as discrimination, sexual harassment and breach of contract.
- **Event Cancellation Insurance.** Covers 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.

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 coverage is automatic for North American clubs in good standing. This coverage does not include directors' and officers' liability.

Archiving

All club assets should be stored safely and preserved for the future. If helpful or required, a *Retention Policy* indicating how long certain documents or artifacts should be saved and kept updated for future boards and members to follow.

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.

► *Risk Management Tools*, under Tools

APPENDIX G – Financial Management

Club Dues

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 and one for operations.

District and Area Dues

These dues vary and the district and the area will advise how much they are and when they should be paid.

International Dues

International dues and payments are explained in the *Governing Documents*, including procedures relating to nonpayment of dues and fees.

There are several types of dues:

- Per-capita
- Young professionals member
- New member
- Charter member
- Reinstated member
- Z Club/Golden Z Club charter
- Half-year member

Members transferring from one club to another pay the international dues in the new club, unless they have already paid for the year in the old club, in which case the new club will collect dues from the transferring member only in the following year. The same applies for district and area dues.

To pay dues online, please visit the Zonta Membership website. Dues can be paid in US\$ or Euro.

- ▶ *Bylaws of Zonta International*, Article V
- ▶ *Rules of Procedure of Zonta International*, Section 3
- ▶ *Pay Dues online* under Tools/Membership Dues Tools

Accounting Practices

Accounting practices should be followed according to the generally accepted standards in the country of the club. The *Sample Bookkeeping Worksheets* provided on the Zonta website are optional for clubs to use and the instructions in this section refers to those worksheets.

Keep a record of receipts and disbursements manually or electronically.

Keep separate accounting records for service projects income, expenses and donations received and distributed.

Cash receipts. Record all cash receipts by filling out the *Monthly Cash Receipt Worksheet* provided as an example on the international Membership website.

1. Record the payer and the amount
2. Record amount received under the appropriate category for the reason the money was received
3. Total the amount column
4. Total all the other columns.
5. 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* provided as an example on the international website. Keep receipts for all cash disbursements.

1. Record payee and amount
2. Record amount paid under the appropriate category depending on what you paid for
3. Total the amount columns
4. Add the totals of all the other columns. This should equal the total of the amount column.

Bank Statement Reconciliation. You may use the *Bank Reconciliation* sheet provided as an example on the international website.

1. Record the monthly balance from the bank statement
2. Add to the 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 such as interest income or bank service charges 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. You may use the *Bank Reconciliation* sheet provided as an example on the international website.

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. Financial statements should be distributed to the club board and club members with a frequency in accordance with the club bylaws, preferably monthly. You may use the *Financial Statement* sample on the international website.

1. Record beginning cash balance
2. Record revenue (i.e. cash receipts) by category, then total all of the revenue. This total should equal the total amount from the monthly cash receipts worksheet

APPENDIX G – FINANCIAL MANAGEMENT

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

► *Sample Bookkeeping Worksheets* under Governance/Forms

APPENDIX H – US Matters and Filing Requirements for US Clubs

This information refers only to clubs in the United States.

Zonta International Tax Status

Zonta International is a nonprofit 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 deductible exempt to the donor.

Zonta International Foundation Tax Status

Zonta International Foundation is a charitable nonprofit 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., nonprofit tax-exempt organization with 501(c)(4) status are included under Zonta International's Group Exemption Number 1219. Zonta 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 headquarters of this identification number. Each club must also submit its authorization to 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 Form 990 annually by 15 October. 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

APPENDIX H – US MATTERS & FILING REQUIREMENTS FOR US CLUBS

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 Zonta International Foundation, are tax deductible. You must provide a written receipt for a contribution of US\$250 or more in a single transaction. 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 that US\$35 is tax deductible as a charitable contribution. If a donor buys eight tickets for 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 I – Sample of Club Meeting Agenda

Guest speakers may participate in the business sessions of a club meeting if allowed by the club bylaws or by the club members at the meeting.

The agenda below assumes that the club follows the current edition of *Robert's Rules of Order, Newly Revised* in conducting meetings and making decisions as a group. In addition, there are guidelines in this manual for members who are responsible for activities at the club. These guidelines are designed to enable the club to conduct events with courtesy, consideration and recognition of status.

Zonta International Protocol Manual contains guidance for ceremonial occasions, including order of precedence, the charter ceremony, the installation ceremonies for club Boards and more.

► *Zonta International Protocol Manual* under Governance/Manuals.

Business Meeting Agenda

1. Call the meeting to order and welcome

- Welcome members and guests, introducing the guests
- Establish the presence of a quorum before proceeding. In the absence of a quorum, business requiring a vote must be postponed. If urgent action is required, the action must be ratified by at the next meeting at which a quorum is present.

2. Approval of the agenda

- Any additions to the agenda are proposed here.

3. Approval of minutes from previous meeting

- Review and approval of minutes of previous meeting. If the minutes have been distributed, they need not be read unless a member specifically requests it. The president asks if there are any corrections to minutes distributed. Until approved, the minutes constitute a draft document.

4. Reports of club board, treasurer and standing committees

- Any correspondence is reported by the secretary. Action on correspondence will be taken up under new business.
- Treasurer's report. The treasurer's report will be filed for audit.
- Reports from other officers or board members can be verbal or written
- Standing committee reports. Standing committees are called upon to report in the order of listing in the bylaws.
- Special committee reports. For planning purposes, the president may inquire before the meeting if there are reports to make.
- Program committee reports on the upcoming program for the club.

APPENDIX I – SAMPLE CLUB MEETING AGENDA

5. Business arising from the minutes or unfinished business

- The president should know if there is any unfinished business and raise items one by one.

6. New business

- Any other new business and general discussion. This includes correspondence requiring action by members.

7. Announcements/date of next meeting

- Prepare a list of announcements to be made by the president or other club members
- If there is no further business, the meeting will be adjourned.

8. Closing

- The time of closing the meeting should be noted in the minutes.

Suggested Language for Certain Items During Meetings

- **Call to order.** The presiding officer rises, taps the gavel once and says, *The meeting will come to order.*
- **Approval of minutes.** The president says, *Are there any corrections to the minutes? or, If there are no corrections or no further corrections, the minutes stand approved as read, or approved as corrected*
- **Action on treasurer's report.** The president says, *May we have the treasurer's report(s)?* President says, *Are there any questions?* If there is no response, the president says, *The treasurer's report will be filed for audit.*
- **Adjournment/closing.** The president asks, *Is there any further business? or, If there is no objection, the meeting will now adjourn and, Since there is no objection, the meeting is adjourned.*

The presiding officer then raps the gavel once.

► *Robert's Rules of Order, Newly Revised*

APPENDIX J – Contents of Club Meeting Minutes

The following items should be included in the meeting minutes:

1. Type of meeting, date, time and place
2. Name of the organization
3. Names of the presiding officer and the secretary or the names of any substitute
4. Names of the members present or absent
5. Names of guests
6. If a quorum is present
7. That previous minutes are read and approved or approved with corrections
8. That certain reports are presented, including the name of the presenter, any action taken on the report and a reference to a file where the report can be found
9. 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
10. The disposition of each main motion, including any amendments and whether the motion was adopted, defeated, postponed, referred to a committee or otherwise handled
11. Notices of motions to be introduced at future meetings
12. Points of order and any rulings that set precedents for future meetings
13. Time of adjournment/closure
14. Name and signature of the recording secretary.

APPENDIX K – Sample Club Calendar

Month	Action	By Whom
June and July	Appoint committee chairmen, committee members and club parliamentarian, if applicable	President
	Report name, address, telephone number and email address of all board members and 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	Club board
	Prepare a club calendar including: <ul style="list-style-type: none"> • Club and club board meeting dates • Special event dates • International project functions • Club projects and functions • Timetables for award programs, Amelia Earhart Fellowship, YWPA Award, Jane M. Klausman Women in Business Scholarship and club awards • Membership recruitment and orientation activities, and any efforts to establish a new club • Biennial convention dates • District conference and area meeting dates. 	Club board, Program Committee, and all club committees
	Complete appropriate paperwork with the bank to change signatures on the club account	President and treasurer
	Update membership directory. Include members' names, addresses and classifications as well as names of Board members, Nominating Committee members and chairmen and members of other committees.	Secretary
	Send copies of the club directory to governor and area director	Secretary
	Applications and presentation information for Amelia Earhart Fellowship available on the international website	
August	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 international website	Program Committee
	Odd years: candidates for positions at international level must send their completed nomination documents to the nominating committee chairman.	Candidate

APPENDIX K – SAMPLE CLUB CALENDAR

	Every year: In districts where there are area elective positions, candidates for those positions must send their nomination documents to the area nominating committee.	
October	Even years: Club mailing to all club presidents of updated governing documents booklet. Advise all members that the updated governing documents are available on the website.	Headquarters/ President
	24 October - United Nations Day Observe United Nations Month	President
	15 October for clubs in the United States only: File the Internal Revenue Service's Form 990, if required. Please see Appendix I of this manual for additional information.	Treasurer
November and December	8 November - Celebrate Zonta International Day, with Founders Day commemorations.	Program Committee
	15 November – Amelia Earhart Fellowship applications due to headquarters.	
	25 November – observe International Day for the Elimination of Violence Against Women and Zonta Says NO to Violence Against Women/16 Days of Activism Against Gender-Based Violence between 25 November and 10 December	
January	11 January – Amelia Earhart Day	
	Schedule Amelia Earhart activities for this month	Program Committee
	Applications for Jane M. Klausman Women in Business Scholarships are available on the Zonta International website	Program Committee
February and March	15 February - for clubs in the United States only: <i>Group Subordinate Form</i> to reach Zonta International headquarters	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 club 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
	1 April – Young Women in Public Affairs Award club candidate nomination to governor	Program Committee
	Prepare financial statement and budget for the annual meeting	Treasurer
	Prepare reports for annual meeting	Officers and committee chairmen

APPENDIX K – SAMPLE CLUB CALENDAR

	Odd year: For districts that hold conferences in September-November, the candidates for positions at district level must send their completed application form to the district nominating committee	
April	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 headquarters at memberrecords@zonta.org /Membership List Update	Treasurer
	Receive reports of officers, club board and committees	Club Board

	Hold annual meeting with elections for officers, directors and nominating committee, if not held in March	Nominating Committee
	In even years, elect club delegates to convention	President
	1 May – <i>Annual Club Report</i> to reach area director	President
	30 April – Emma L. Conlon Service Award nominations due to headquarters	Program Committee
MAY	Send per-capita dues together with updated Club Member Report Form (Form B) to reach headquarters by 1 June. ▶ <i>Membership Dues Tools/Pay Dues Online</i> on the website ▶ <i>Member Report Form (Form B)</i> under Forms on the website Send district and area per capita dues together with updated club member list to reach district and area by 1 June.	Treasurer
	Send updated club officers form to HQ at memberrecords@zonta.org each year even if there are no changes. ▶ <i>Club Officer Form</i> under Forms on the website	President
	In odd-numbered years, send the <i>Nomination Forms</i> 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
	In even-numbered years, prepare for the convention. Discuss the proposed amendments to the <i>Bylaws of Zonta International</i> , program goals, resolutions, and candidates. Ensure that names of club delegate(s) and alternate(s) or of club carrying a proxy for convention are reported to headquarters by the due date. Form is provided to each club electronically.	Club board and members
	Hold joint meeting of outgoing and incoming club boards to ensure a smooth transition	Incoming / Outgoing Board

APPENDIX K – SAMPLE CLUB CALENDAR

	Jane M. Klausman Women in Business Scholarship club candidate nomination to governor and district committee	Klausman Committee
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