



Active 20-30 Club Operations Manual

INTRODUCTION

This manual attempts to present the basics of running an Active 20-30 Club and to help you, the officers and members, achieve its main purpose-helping children!

What is a policy? It is simply a Method of Procedure that is binding upon members of Active 20-30 Clubs. It is, as Webster says, "...a settled course adopted and followed."

A policy is determined in either of two ways -- (1) by inclusion in the National Constitution and Bylaws, and (2) by action of the National Board of Directors.

The bulk of the manual deals with sections on specialized club problems that are not hard-and-fast Administrative Policies, but are, rather, Recommended Procedures in such diverse areas as projects, membership recruitment and retention, general education, public relations, history, duties of club officers, etc.

We would like to thank the Sacramento Club for allowing us to "borrow" the section on "Chairs". This was taken from a booklet they had prepared over the past years to educate their own members on chairing projects.

Revised: July 1991

THE PRESIDENT

Your election as President of an Active 20/30 Club carries with it a great responsibility to you and to your Club. You embark upon your term of office with the success or failure of the Club upon your shoulders. Probably you are faced with your first real opportunity to show your organizational and executive ability. It is up to you to make this opportunity what you will.

Active 20/30 Club has a two-fold purpose. One is to aid the cause of child welfare and the other is to develop young men and women. The term as President can and will develop you, if you apply all your talents to the position. By successfully operating the Club and by successfully furthering child welfare, your abilities will be refined and cultivated. You will find that, in truth, you have helped yourself by helping others.

The job ahead is not easy and cannot be satisfactorily accomplished without devoting a great deal of time and effort. However, it has been proven conclusively that time and effort spent in Active 20/30 Club work is repaid many times over in the good that results for the community and the individual concerned. Money cannot buy the training offered. Regardless of present position or future ambition, the abilities for organization, leadership, public speaking and constructive thinking developed in a successful President are invaluable. Try it and see!

This section has been prepared to assist you to become a successful Active 20/30 Club President. If you are successful as President, your Club will have a successful term. Read the book through; plan your term; fill out the necessary forms and you have taken your first step toward that success. The manual, however, cannot supply the most important element of success. That is your own constructive thinking and local application of the ideas and procedures contained in this manual. The final effort must be yours alone.

This, then, is your training manual; you are the student; Active 20/30 Club is the school. We hope you graduate with honors, because it may be the most important training course of your life. GOOD LUCK!

DUTIES OF THE PRESIDENT

You are the presiding officer. In this capacity, run a dignified, snappy well organized meeting -- adhering at all times to universal rules of parliamentary procedure, such as Robert`s Rules of Order.

Plan and organize all business and program meetings well in advance. Do not expect results if you neglect everything until fifteen minutes before meeting time, it will just not pan out.

You have to carry on the organization of meetings and programs throughout the entire weeks ahead. Check with all committee heads and participants.

Have a DEFINITE starting and closing time.

Once a month have a closed board meeting (no guests) to clear up matters of business that require discussion before the whole club, and matters that have been postponed for lack of time at previous meetings.

COMMITTEE CHOICE

Choice of good heads for committees is important. Confer with your appointees before making any announcements. Be sure that each committee member not only WILL work on the committee on which you have placed them, but that they WANT to work on it. Do not hesitate to remove committee members who are not making satisfactory efforts. Consult with other officers on choosing them. Insist on reports from your committees; notify them when such reports are expected.

Place responsibility on other officers or on members of the Board of Directors for proper functioning on some of the committees.

CLUB OFFICERS

The Club President should maintain continual and close contact with all the officers of the club, as the responsibility for coordination of all units rests upon the President's shoulders.

The President should consult the Immediate Past President often, and ask for advice on all questions. The experience as an executive can be of great value to the incoming President, if they will seek that help.

The Vice-President or President-Elect must preside in the absence of the President, so it is the President's responsibility to see that they are well versed on all matters pertaining to the club.

The Vice-President or President-Elect should be assigned to jobs which will not only benefit the club, but will prepare them to take over the presidency should the occasion arise.

An important administrative function of the President is to make certain that the Club Secretary is performing their duties. A poor secretary can seriously cripple a club. The relations between the President and the Secretary should be most constant. The Secretary is the vital point of contact between the Club, other clubs and the National Office. It is the President's duty to see that the official notices and suggestions from the National Office and National Officers are not stopped at the Secretary's wastebasket, but that these official notices and suggestions are delivered to the proper committees, officers, and directors.

The President should not overlook the importance of working closely with the Treasurer. The President should at all times have a complete picture of the club's financial condition, including dues outstanding, revenues from other sources and bills owed by the club. If necessary, the President should be able to assist the Treasurer in compiling the financial statement submitted to the Board of Directors.

BOARD OF DIRECTORS AND THE CLUB PRESIDENT

Take care of all possible business before the Board of Directors, thus leaving the regular meeting free for the regular program and necessary committee reports.

Have the Board minutes read and approved (with changes, if any) by the club at the regular business meeting of the club, so that all action of the Board becomes the action of the club as a whole.

Confer with the Vice President(s) prior to the meetings of the Board as to the business to come up, both old and new. Check old business of the Board by regularly reading the last meeting minutes.

Charge the Board with formulating plans and policies of the club, which shall be presented for the approval of the club. Charge the Board with the transaction of all financial matters and approval of matters required by your By-Laws.

Require that the Board meet at least once a month.

THE NATIONAL OFFICE

The President should strive to maintain a steady contact with the National Office of Active 20/30 and avail themselves of its various services. Advice and information may be readily had for the asking.

TIPS FOR PRESIDENTS

1. Appoint committees. There are brief outlines of duties of committees in the manual.
2. Good programs are the lifeblood of the meetings. Plan them carefully and in advance through the Program Committee. The list of suggestions for programs will be helpful, and will suggest further ideas to you as well.
3. Together with the Board, plan the calendar of goals and events and record them on the pages provided for that purpose. In making up your program, keep in mind the Minimum Standards of Accomplishment. Set actual dates in advance. Record completion of progress on each point as it is carried out. As the weeks pass, it is then easy to see which items require special effort.
4. A well-performed initiation ceremony is essential. A suggested ceremony is included in this manual.
5. Prepare an outline for the business meeting in advance so that you will not overlook important items. Keep each one as a record of what was accomplished.
6. When your term as President is completed, pass this manual along to your successor. Your records will be extremely valuable to them. Also, make a point of having a new manual to present to them as part of their installation.
7. Sergeant-at-Arms -- Use this person to stir up enthusiasm with good fun during the meetings. An occasional stunt in conjunction with assessing fines goes well.
8. Fines -- Spread fines around sparingly and keep them from being a burden. Suggestions for fines might include: 25 cent fines for such things as being late, swearing, advertising, addressing the chair other than "President _____", not wearing lapel pin, wearing pins from other clubs, new cars, babies, etc. Have your Sergeant-at-Arms primed to make the fining good fun for everyone.
9. Meetings -- Start them on time. Keep them businesslike but interesting. End them on time. Have an official greeter at the door. Call on each committee chair for a report. Where possible, arrange for a special business meeting with no outside entertainment and at other meetings, make your meeting primarily one of entertainment and conduct little business.
10. Assignment of Work Parties -- Asking for volunteers at meetings can be discouraging at times. Try going around the table and calling each member by name as they volunteer. Have a telephone committee call those who are absent.

11. Work Details -- Group work parties are one of the best means of developing an enthusiastic club. Foster them and make special efforts through direct contact to get weak members out to them.
12. Telephone Committee -- Have one, by all means. Use it to solve your attendance problem. A personal call will produce more action than nearly all other methods.
13. Guests -- Have name tags for your guests. Spread guests among strong members and Active 20/30 will sell itself. Direct personal remarks to them if possible, to make them feel welcome.
14. The "Can" -- At each meeting collect a designated amount of money from every member present and have a drawing during the meeting -- winner take all -- and they must be present to win. Some clubs draw names for a three- minute speech. The name drawn must give a public speaking talk and by so doing wins the money in the can.
15. Miscellaneous -- Many clubs find that one or more of the following adds considerable character to their meetings: Start with a flag salute, song, etc. Have club literature available for guests to look over. Be sure to use your name badges, lapel pins, and banner.

THE PRESIDENT AS THE CLUB'S REPRESENTATIVE

A. To National Active 20-30

1. Represent your club at every possible National function;
2. Know your National officers; arrange to meet them if possible;
3. Contact the National Office frequently for suggestions and advice. Make sure that all your club's correspondence is answered promptly!

B. Inter-Club Relations

1. Visit nearby Active 20/30 Clubs frequently;
2. Arrange for joint meetings;
3. Carry on a sports program with neighboring Active 20/30 Clubs.

C. Civic Affairs

1. Attend all civic affairs where your club should be represented;
2. Work closely with other service clubs.

D. Personal Relations with Members of Business and Special Groups

1. Always be...**THE PRESIDENT OF THE ACTIVE 20/30 CLUB!**

THE PRESIDENT AS THE EXECUTIVE -- THE OBJECTIVES

1. To offer sincere service to the community and to make at least one lasting contribution during the term;
3. To bring real fellowship and friendship to every member in the club;
4. To give every member thorough knowledge of the principles of Active 20/30 and its history;
5. To offer interesting and constructive meeting programs;
6. To build the club to maximum strength;
7. To take advantage of all expansion opportunities.

SPECIAL NOTES

1. All National Officers should be seated at the head table and you should pay for their meal;
2. Stand up while presiding;
3. When you talk, insist upon club members' full attention. Speak clearly and audibly, and do not ramble.

PROJECTS COMMITTEE

1. This committee should endeavor to see that the club always has a major, and minor fund raisers and projects to keep the members on their toes and make them feel they are accomplishing the objectives of Active 20/30 through community betterment;
2. It should review all requests for benevolent donations and check to see if they meet the minimum requirements in order to make a recommendation for approval;
3. Draw up a comprehensive plan for the term at it's beginning, which will map out the objectives or aims of the club, with suggestions as how the objectives could be attained;
4. Investigate all suggested service club projects as to whether they are suitable for the club.

MEMBERSHIP COMMITTEE

1. Check with the Board for it's approval of all prospects for membership, and be sure there is a report on each applicant based on investigation;
2. After prospects have been approved by the Board, bring them to the next meeting to meet, and be met, by the members;
3. Visit the new member and make them feel they are really wanted in Active 20/30;
4. See that the new member is made to feel at home at meetings, and help them to become better acquainted;
5. When members become delinquent (either in attendance or dues), and the Board is about to take disciplinary action, visit or talk with these members and try to regain their interest and enthusiasm in the club; if there is a "beef" try to find out what it is. Report back to the Board.

PROGRAM COMMITTEE

1. Make a chart showing each meeting for the term in which the committee is to serve, then fill in the dates of special anniversaries and observances and other occasions that will require special programs;
2. Start contacting leads for programs at once, and try to arrange most of them two or three months in advance;

3. Vary the type of programs -- have the club members participate in the program occasionally through public speaking activities, debates, quizzes, etc.
4. Arrange to have occasional entertainment and novelty programs, not always speakers;
5. Consult with the club President as to when they want meetings reserved for business alone, at which time no outside speaker should be invited.

EDUCATION COMMITTEE

1. It is the duty of this committee to conduct the initiation of new members into the club, using the standard initiation ceremony, or one developed by your club;
2. It is the duty of this committee to meet with newly initiated members and offer them an education in Active 20/30 as fully as possible. Also, to meet with newly installed officers and review their duties, the club program and policies;
3. In educating new members, the committee should map out in advance what they believe is essential knowledge to impart to the new member. This should include a brief history of the club and of Active 20-30 it's objectives; what Active 20/30 expects from the member and what the member can expect out of the club; the place of the service club in the community; procedure for bringing in new members; finances, dues, etc.
4. In educating the new officers, the members of this committee should be past officers and have the experience to back them up;
5. Schedule an educational meeting in your club early in the fall and again in the spring.

FINANCE COMMITTEE

1. This committee should prepare a budget at the beginning of each term and present it to the Board for approval;
2. Check with the treasurer of the club to see that dues are paid up by all members. The President should assist in the collection of dues by calling on those members with delinquencies and impressing them with the need for prompt payment of dues to the club;
3. See that the treasurer's accounts and books are in proper order at the close of each term;
4. Check with the treasurer to see that all reports and obligations are taken care of, including those to National Active 20-30;

5. See that the necessary federal and state forms are properly filed each year; and state forms if required by law.

SOCIAL AND SPORTS COMMITTEE

1. A well-balanced calendar of sports and social activities should be planned for each term in advance. Try to take care of the various sports programs that the majority of the members are interested in; and try to have frequent social events such as dances, parties, etc.
2. It is the duty of this committee to make all arrangements for such social and sports events. Work in cooperation with the other committees to see that all work is coordinated for the function you are putting on;
3. When a picnic, for instance, is planned, see that all food, transportation, etc., are taken care of. The same with social events such as dances, and sporting events such as tournaments;
4. See that these functions are spaced out well enough so that they do not interfere with other functions of the club.

VISITATION COMMITTEE

1. Make plans and arrangements for at least two "at home" and two "away from home" inter-club meetings during the term;
2. Check with the program chair to see that appropriate programs are arranged for inter-club meetings at home -- and sometimes it is a good idea to have a program prepared and with you on visits to other clubs;
3. See that the Secretary of your club records mileage and number of members traveling on these visits. This will be to gain credit for the Club Visitation award.

RECEPTION COMMITTEE

1. One duty of this committee is to prepare, in advance of all meetings, the supplies, emblems and other paraphernalia, etc.
2. Handle all complaints, suggestions for changes, etc.
3. Make sure that all visitors and recently initiated members are welcomed on their arrival to meetings. Introduce them around and make them feel at home. You are official hosts!

4. Assist the social committee in the arrangements for parties and dances;
5. Secure props for programs; see that speakers are welcomed and seated.

NEWSLETTER COMMITTEE

1. This committee is important in because it keeps all members informed and interested in what is to happen at the meeting;
2. Send out newsletters on a regular basis. Send it in plenty of time to reach members before the next meeting;
3. Print a list of the members absent from each meeting, and urge them to be present at the following meeting;
4. Check with the program chair and make announcements of coming programs, attempting to work up interest;
5. Be sure that a copy of the newsletter is sent to the National President and the National Office.

A STATEMENT OF MEMBERSHIP PRINCIPLES

The Membership of Active 20-30 is comprised of young men and women in their twenties and thirties who are dedicated to the principles of Service, Fellowship and Self-Improvement:

- Service to the community, be it City, Country or World;
- Fellowship with each other throughout the World;
- Self-Improvement of the individual and the opportunity for the improvement of others.

The Membership recognizes that these three goals are beneficial to themselves, their community and all other communities. It is therefore the aim of the Membership to carry these goals to all communities.

It is also recognized that the members of Active 20-30 shall be of the highest caliber. If they are not leaders in their occupation they should have the potential for becoming such. Current financial standing in a community shall have no bearing on a person's potential in Active 20-30.

It is further understood that expansion, either in the club or in a new area of the country, is of paramount importance to the individual member. It is with the individual member that our hope for perpetuation rests. It is the obligation of the Officers to provide the assistance and incentive needed, for the ultimate gain in the member's responsibility. They, therefore, reap the rewards of continuing these primary goals.

For a member or a club to further it's primary goals, it is understood that they must have the strongest internal structure, including the levels of club and National. The foundation of Active 20-30 is it's clubs and the members of those clubs. It is understood that we are an organization of clubs designed under a common set of Bylaws. To become a member club, we or our predecessors agreed to abide by these documents. It is therefore the obligation of our clubs to insure that they are operating consistent with the rules they have set down for themselves. When this is insured, our clubs will be in the best position to further their basic goals.

The image a local club presents in it's home community is directly involved in the gain or loss of members. It, therefore, holds true that our entire movement rests with the image we project as an organization. The caliber of our clubs, and our members, determines our internal and external growth. It is also true that the officers we elect and their own caliber helps determine our future growth or decline. Therefore, we must insure that these people are the best qualified individuals at each level. These officers must have systematic qualifications to fulfill before we entrust them with our individual member. They must be able to speak with knowledge of goals and benefits of Active 20-30 membership. We rely on the wisdom, knowledge and dedication of our past officers. We must make use the past members to the fullest extent for the benefit of our local clubs.

I. THE BASIC REQUIREMENTS OF THE INDIVIDUAL MEMBER

Definition of the individual member: "They are a socially conscious person in their twenties or thirties with potential requiring development, with a sense of direction, and an anticipation of the future. They feel their personal welfare is co-mingled with that of others. They are society's most important unit, an embryo leader."

Concisely and constructively, this could describe your "ideal" member, but even in the colors of the rainbow we have degrees, shading and variations. The overall effect, we realize, can only be achieved in direct correlation to the individual's degree of participation.

Some of the other descriptive terms worthy of consideration to complete this picture are:

- A. A spirit of dedication to the three basic goals of Active 20-30:
 - (1) Service
 - (2) Fellowship
 - (3) Self-Improvement
- B. Sincerity, ability, wherewithal, coupled with reliability;
- C. A liking for competition and the willingness to exercise responsibility.

II. BASIC REQUIREMENTS FOR INDIVIDUAL CLUBS

1. Initial Responsibility:

- (A) Properly conducted meetings;
- (B) Good programs;
- (C) Balanced social activities;
- (D) Well-rounded program of "hands-on" service activities;
- (E) A membership educated in Active 20-30;
- (F) Frequent publicity in all media;
- (G) A conveniently located and desirable.
meeting place

2. Responsibility to the individual Member:

The club must constantly pursue an overall program that affords the member the opportunity to identify themselves as an integral part of the club, irrespective of financial or other materialistic contributions.

3. Responsibility to the community.

Inaugurate and participate in such programs that are of benefit to the club's community, be it local, national or world.

4. Responsibility to Active 20-30:

- (A) Provide, recruit, encourage and support the leadership of National Active 20-30;
- (B) Abide by and initiate necessary changes to our Constitution and Bylaws;
- (C) An awareness of the inter-dependency of all clubs to each other. Yet, with a full recognition of their constant individuality.

III. BASIC REQUIREMENTS OF AN OFFICER

1. INITIAL RESPONSIBILITIES:

- (A) Reliability and follow through (most important of all);
- (B) Desire to lead, not just assume titles;
- (C) Knowledge and experience of the job and the organization;
- (D) Sincerity;
- (E) Aptitude ;
- (F) Communication---both oral and written;
- (G) Able to work well with others;
- (H) Financial responsibility;

2. DEVELOP AND EXPAND THE FOLLOWING SKILLS:

- (A) Delegation of authority;
- (B) Recognition and development of potential in others;
- (C) Recognition of accomplishments and achievement of others;

3. RESPONSIBILITY TO CLUB AND ALL OF ACTIVE 20-30:

- (A) Self-control;
- (B) An active participation in all social and service activities;
- (C) Unselfish regard for the interests of others;
- (D) Realization that they are the image of Active 20-30 to their community;
- (E) Aims and programs are seldom achieved in a single term of office; only continued active participation can assure their ultimate success;
- (F) Initiate and perpetuate continued membership expansion programs;
- (G) Plan new goals and projects once a term of office has expired.

INCREASING MEMBERSHIP

The recommended procedure for increasing membership in Active 20-30 Clubs is adaptable to large and small communities alike. It is a comprehensive method that, IF FOLLOWED THROUGH, will bring the desired results.

FIRST -- Have the club officers appoint a membership committee. They should be relieved of all other duties in the club while doing this work and should, if at all possible, be members whose occupations take them "outside" a good part of the time.

SECOND -- The first function of the Membership Committee is to prepare, either from the city directory or the telephone book, a full roster of all business in the community.

THIRD -- The list of your active members should be surveyed with an eye toward determining which of the type of businesses are not represented in your club.

FOURTH -- Armed with a complete knowledge of Active 20-30, which should be secured through a thorough study of Active 20-30's basic literature, the Membership Committee -- at least two members working together at a time -- proceeds to call on heads of the businesses which are not already represented among your active membership.

The committee members explain Active 20-30 briefly but thoroughly, and point out that the business over which "Mr. Jones" has jurisdiction is not represented in the local Active 20-30 Club. "Mr. Jones" himself would be the most logical candidate if they are of the proper age. If not, they are asked to recommend a prospective member, whose name will be brought up for consideration --NO PROMISE OF ACCEPTANCE BEING GIVEN.

FIFTH -- After the various individuals turn over to the committee the names of prospective members to represent their business in the club, these prospects are interviewed. They are asked to fill out an application for membership. The applications are then put through the usual channels and, if approved by the Board of Directors, the applicants are then offered membership in the Active 20- 30 Club.

HOWEVER...THEY ARE NOT YET FULL-FLEDGED MEMBERS! And here is how you can take definite steps to remedy that too-prevalent problem -- attendance. When informed that they have been granted the privilege of becoming members, the prospective members are informed that they must attend a certain amount of meetings during a particular time frame.

If they fail in these requirements, they are automatically dropped from the roster --- no action of the Board of Directors being necessary --- UNLESS they show a good reason for failing to

conform. Then they must begin over again the trial period, not simply be excused for the absence!

WHAT ARE THE STRONG POINTS OF THIS METHOD?

ONE -- Clubs become properly balanced through the recruiting of members of a variety of occupations.

TWO -- Members who are heads of businesses, or selected by heads of organizations to represent them, are almost invariably high-type individuals who realize they are expected to really represent their firms, and not just be casual members.

THREE -- Such a method of selecting members wipes out the old evil of a "closed corporation" and control by cliques.

FOUR -- A trial period impresses on the new member -- and there is no time better than AT FIRST to make the proper impressions -- the importance of attendance, **THEY GET IN THE HABIT OF ATTENDING.**

DUTIES OF THE MEMBERSHIP COMMITTEE

1. Set a membership goal for the term and select, with the approval of the Board of Directors, a membership development program;
2. Institute an effective method of passing upon prospective members;
3. Keep an up-to-date-record of prospective members;
4. Submit a brief report on each prospective member to the Board of Directors for approval of rejection. See that all prospects are acted upon promptly;
5. Keep club members informed on the progress of your membership development program and other activities pertaining to your committee's activities;
6. Report monthly to the Board of Directors on your progress and obtain their complete cooperation, as well as that of other club committee chairs;
7. Each member of your committee should be familiar with the history and merits of Active 20-30 as an individual club and as part of the National association;
8. Watch for hindrances to membership development within the club -- weak programs, objections to meeting places, meals or activities;
9. Take an active interest in all new members. See that they are properly received at you meetings. Help them join in the fellowship and activities of the club. Keep them interested!
10. Learn what promotional pamphlets are available through the National Office as an aid in the recruitment of new members.

CHAIR: PREPARATION FOR FIRST MEETING

1. Set the date, time and place for the meeting after consulting with the President;
2. Notify the members of the committee at least a week in advance of the meeting. Give them a reminder call two days before the meeting;
3. Secure copies of the club roster. Have all material necessary for the first meeting;
4. Next on the agenda is a discussion a plan-of-action;

5. If the club does not have a consistent plan in the way the club accepts new members, they should recommend a procedure to the Board of Directors;
6. The third duty of the Membership Committee is the maintenance of the current record of prospective members. To start, ask each committee member to write down all the names of people in the community who could be prospective members of the club. Other members of the club should be asked to submit names also;
7. It will be helpful to refer to the telephone directory and make a list of all business and professions. Then, obtain the name of a person who can represent this business or profession in the club.
8. Designate a member of the committee to prepare a prospective member file. If the club adheres to classification principles, a filled and unfilled classification file may be used;
9. Set a date for the next meeting. At least one meeting should be held monthly.

MEMBERSHIP GOAL

The ultimate membership goal of an Active 20-30 Club is to have the strongest possible membership. Until such time as the membership of the club is commensurate with the size of the city or town it serves, the club's obligation to its members, its community and to the International and National Active 20-30 organizations is not completely fulfilled. In setting a membership goal consider the following questions:

1. Is the Active 20-30 Club the largest service club in the city?
2. Does the club's membership compare favorably with the leading Active 20-30 Clubs located in communities of similar size?
3. How many people are available who can add to the welfare of the club?
4. Have provisions been made for overcoming losses which may occur because of transfers and other membership deletions?

MINIMUM MEMBERSHIP SCALE

1. All Active 20-30 Clubs must have a minimum membership base of 10 members; We recommend at least 20 members;
2. Clubs in cities with a population of 4,000-9,999 should have 25 members;
3. Clubs in cities with a population of 10,000-14,999 should have 35 members;
4. Clubs in cities with a population of 15,000-49,999 should have 50 members;

5. Clubs in cities with a population over 50,000 should have 75 and those cities over 100,000 should have 100 members or more.

PASSING ON PROSPECTIVE MEMBERS

Membership in an Active 20-30 Club is through invitation only. A prospective member must be sponsored by an active member in good standing. Before inviting the prospect to join, the sponsoring member must fill in an Application for Membership form and give it to the Chair of the Membership Committee. The committee then considers the eligibility of the prospective member and submits a recommendation to the Board of Directors.

The Membership Committee does not have the power to accept or reject a prospective member. This decision is made by the Board of Directors. If the Board approves the prospect, the application form is returned to the Chair of the Membership Committee, who sees that the prospect is brought into the club.

Reinstated members are approved in the same manner; however, an application form is unnecessary. Facts concerning the membership of the prospective transfer or reinstatement should be presented to the Board of Directors for official action.

POINTS OF INTEREST TO A PROSPECTIVE MEMBER

There are four main points to incorporate into a talk presented to a prospective member. First, why are they wanted in the club? Second, what the club will do for them. Third, what the club has done for the community. Fourth, what is the scope of the National and International Associations from which the club obtained its charter.

Briefly, here are the answers to their questions which can be incorporated into a talk or letter.

1. Their friends want them in the club. They are needed to help with the many worthwhile activities sponsored by the club. They will enable the club to obtain a more representative cross-section of the business and professional life of the community. Their membership will add to the prestige of the club.
2. The club will provide opportunities to enable them to be of service to their community. It will provide opportunities for fellowship not often realized elsewhere. It will develop their leadership qualities through association with leaders. It will give them training as a speaker and executive. It offers them relaxation and broadens their general outlook on life.
3. Relate the activities which the Active 20-30 Club has sponsored and point out generally what it has done for the community.

4. There are many Active 20-30 Clubs in the United States, Canada and Latin America. Active 20-30ians have friends wherever they go. There are thousands of Active 20-30ians demonstrating daily through hundreds of activities their abilities to build their respective communities and help less fortunate individuals. Active 20-30 holds National and International conventions annually. Every member receives "The Active Twenty-Thirtian", the official newsletter of the National Association of Active 20-30.

IMPROVING ATTENDANCE

If an Active 20-30 Club is to be successful, it is necessary there be regular attendance of all members. Required minimum attendance requirements are optional for each club. However, consistent attendance should be encouraged if no formal attendance minimums are required in the club. To stimulate attendance at club meetings, the following are a few suggestions:

1. Divide the club into teams, with team captains who are individually responsible for the members on their team;
2. The duties of each team are to:
 - a. Receive and introduce new members;
 - b. Stimulate membership participation in club activities;
 - c. Keep records of attendance and reasons for absences;
 - d. Promote friendships, good fellowship and an appreciation of the objects and benefits of Active 20-30.
3. The Chair will make a monthly report to the Board of Directors as to the activities of their committee.

This important committee should make a study of absences and report it's findings to the Board of Directors, together with recommendations as to the methods of remedying each cause. The Board should then act to remedy the causes; if it does not, the preliminary work is useless.

There are many causes for poor attendance and participation by members. The following are some suggested remedies:

1. Failure of club officers to have every member participate in some phase of club work leads to disinterest. The president should appoint each member to some committee. The relative importance of the committee alone is unimportant, but the fact that each member

knows they are definitely responsible for some particular phase of the club's activities is important.

2. Lack of instructive, interesting programs is conducive to poor attendance. Members should be requested to submit their suggestions for any desired change in the methods of making the meetings more instructive and interesting.
3. Failure of the Club President to convene and adjourn the meeting on time makes a bad impression. Meetings should start on time!
4. If attendance minimums are required in the club, failure of the Board to enforce attendance rules permits laxity. The obligation of each member is to heed the Club's Bylaws.
5. Lack of well developed fellowship among members is always discouraging. One of the chief causes of lack of fellowship is the formation of cliques which expect special favors. A fair and open-minded study of the local internal conditions should be made and steps taken to dissolve them if cliques are found.
6. Lack of knowledge of the ideals and objectives of Active 20-30 on the part of individual members robs them of the true appreciation and value of Active 20-30, and also leads to careless attendance. Each new member must be presented with a copy of the Bylaws and instructed to become familiar with them. A proper knowledge of the history, objects, Bylaws and ideals of Active 20-30 will help to instill in them a spirit of enthusiasm that is characteristic of all good members.

A definite educational program should be adopted and time devoted periodically to the stressing of Active 20-30 objectives.

Regular attendance is encouraged not because it is an end in itself. Rather, it is a means to an end. The Active participation of each member is the objective of Active 20-30, and the enthusiastic desire of each member to be sincere in service, produces the greatest accomplishments for the community. By such standards are determined the success or failure of each Club.

HELPFUL INFORMATION FOR CLUB SECRETARIES & TREASURERS

While at first glance the obligations of an Active 20-30 Club Secretary or Treasurer to the National Office of Active 20-30 are many and pressing, the fact remains that with the proper education and the setting up of some sort of schedule, the duties can be reduced to an automatic routine. With the thought in mind of helping secretaries and treasurers achieve that "automatic routine", we have prepared the following outline.

Many Active 20-30 Clubs combine the offices of Secretary and Treasurer. In clubs that maintain separate offices, the coordination between the two must be very close and at times the duties will overlap each other. Active 20-30 makes no recommendation as to the best procedure. This should be determined by the size of the club concerned. In some of the larger clubs, the two offices are not only separated, but the duties of the Secretary are divided between a recording secretary and a corresponding secretary.

QUARTERLY REPORTS. The form is to be filled in and mailed to the National Office. Every quarter, a quarterly report form is inserted in the "Club Quarterly Packet." The report is self-explanatory and gives all concerned a complete picture of your club's operations.

CLUB ROSTER. Each secretary will receive a printed list of members names and addresses as they appear in the computer at the National Office. Each secretary is required to review the listing against the club records to determine any non-reported deletions, non-reported additions or changes of address AND RETURN THIS FORM WITH THEIR NEXT QUARTERLY REPORT.

NEW MEMBER PROCESSING Each new member will be given their "Welcome to Active 20-30" new member kit which contains a lapel pin, name badge, various pamphlets, and a Membership Certificate. These kits are sent to the club upon full payment of the new member fees and pro-rated dues.

MEMBERSHIP CHANGES. In addition to the notification expected on new members, it is also quite important the National Office receive news of any address changes, deletions from the membership roster, transferred members, etc. Also, keep the National Office abreast of information concerning changes in officers and meeting places that occur during the terms.

CLUB SUPPLIES. Order blanks and price lists for all general club supplies are available from the National Office and should be a part of your permanent files. On all items stocked in the National Office delivery can be expected within 10 days of the receipt of the order. Supplies such as bells, club banners, etc, are not stocked and shipment will usually take about 6-8 weeks.

INVOICES AND STATEMENTS. All invoices should be given to the treasurer for approval by the Board and for payment. New member fees and Past Active Life fees must be paid in advance at the time of reporting before the National Office can process these applications. All store orders are on a pre-paid basis either by check or credit card. (VISA or MASTERCARD)

THE CLUB SECRETARY

The Secretary is the key to a successful local club operation. The Secretary is depended upon to keep the doors between the club and the National organization of Active 20-30 open.

How well the job is done, in large measure, determines how successful Active 20-30 will be in carrying out it's objectives of child welfare, community service and self-improvement. The job is not an easy one, yet it is not a job that is overburdensome if properly executed.

This section is designed to make the job as simple as possible and to provide the necessary materials and information. Follow the check lists; use the outlines and other materials that are provided and keep them up to date. Being the Secretary is an interesting and informative job.

1. **BEFORE THE MEETING:** Materials should be available for guests and prospective members;
2. **ATTENDANCE:** If attendance is required in the club, it should be recorded immediately;
3. **CLUB MINUTES:** Should be typed and then presented to the Board and/or club;
4. **CORRESPONDENCE:** Should be read or distributed among the Board and replies made;
5. **QUARTERLY REPORTS AND MEMBERSHIP ROSTERS:** Filled in and mailed to the National Office. Member additions, deletions and address changes noted;
6. **NEW MEMBERS:** Applications should be presented to Board; new member applications should be sent to the National Office so New Member Kits can be sent;
7. **SUPPLIES:** Should be ordered from National Office when necessary;
8. **NEW OFFICERS:** Club Information Forms should be updated and returned to the National Office.

1. TO THE NATIONAL OFFICE AND INTERNATIONAL

- A. Send in the quarterly reports to the National office;
 - 1. Note any change off address of members on the roster;
 - 2. Note any change of information about the club on the report form;
 - 3. Send an order for supplies on a catalog order blank.
- B. Read all communications from National Office and National Officers and report to the club on any that are intended for club consumption.
 - 1. Answer all correspondence from the National Office immediately;
 - 2. Write the National Office for information and materials.
- C. See that articles for the National newsletter--THE ACTIVE TWENTY-THIRTIAN--are sent to the National Office for publication.

2. TO THE CLUB

- A. Be prompt to all club meetings and have records with you;
- B. If required, keep an attendance record of your club and take roll at all meetings;
- C. Keep accurate minutes of all club and Board meetings;
- D. Read communications from the National Office, National Officers and other clubs.
 - 1. Respond to communications are requested by the club or Board;
 - 2. Keep record of correspondence.
- E. Have materials on hand for new members, prospective members and guests.
 - 1. Have a guest book and help make all visitors feel welcome;
 - 2. Have brochures, newsletter and other materials for guests;
 - 3. See that prospective members have application blanks and assist them in completing them;
 - 4. Present applications to the Board for approval;
 - 5. Present new members with "New Member Kits";
 - 6. Send in New Member applications and fees to the National Office.
- F. Keep in touch with the club treasurer.
 - 1. Be sure that annual dues are sent and new member fees and pro-rated dues are sent to the National Office;
 - 2. Give Treasurer all invoices for prompt payment.

GUIDE TO THE CLUB TREASURER

This section has been prepared to set out a few simple facts in order to carry out the job efficiently.

The following is a general outline of the duties and examples of budgets essential to the operation of the club.

Read these carefully, the job is not too difficult if you know these facts and are guided by them.

Through this position, the members know regularly the financial position of the club and will therefore be able to accurately assess the financial position.

DUTIES OF THE TREASURER

The office of Treasurer is one of the most important jobs in the club. The Treasurer should be responsible to the Board of Directors in respect to all revenue and expenditures.

1. Cooperate with the club president and budget committee in setting the term budget for the club;
2. Make necessary arrangements with the bank for signing officers of the club accounts, with the president;
3. Set up separate accounts for the General and Benevolent funds;
4. Record all receipts and disbursements of General and Benevolent funds;
5. Present all approved accounts to the Board of Directors for final approval;
6. Pay bills promptly by check;
7. Collect membership dues;
8. Prepare regular financial statements;
9. Remind the Board of Directors to appoint auditors;
10. Arrange for Treasurer's Bond, if required by Board of Directors;

BUDGET

See the following section on Budget and Finance Committee.

SIGNING OFFICERS

The Treasurer upon taking office should immediately arrange the signing officers for the ensuing term. The Treasurer and usually the President and one other are appointed as signing officers. All checks should bear the signature of the Treasurer and one other signing officer.

BENEVOLENT ACCOUNT

Clubs may have one or more benevolent accounts depending upon its activities in the field of community service work. Separate records of each project should be maintained to record the revenues and expenditures for each project.

GENERAL ACCOUNT

In the general account are recorded revenues and expenditures relative to the operation of the club.

Revenues are derived primarily from:

- . Annual dues
- . New Member Fees
- . New Member Pro-Rated Dues
- . Fines and penalties
- . Portion of the revenue from fund raising projects not to exceed 5% of the net profit
- . Raffles
- . Revenue from any special fund raising projects entirely within the club
- . Miscellaneous

Expenditures are generally made on account of the following:

- . Publishing Club Newsletter
- . Stationery and Supplies
- . Presentations and Awards
- . Telephone and postage
- . Guests and entertainment
- . National dues
- . Travel -- to National and International Conventions
- . National Education Conferences and inter-club activities
- . Sundry - Treasurer's bond, etc.

All expenditures should be made by check after having been duly authorized by the club Board of Directors. Use a check book with stubs sufficiently large for legible comments.

All receipts should be deposited immediately into the bank. No disbursements should be made in cash. For record purposes, a duplicated deposit book should be used.

It is important that all accounts be paid promptly.

MEMBERSHIP DUES

The Treasurer should keep a record of all dues payable to the club. Statements should be mailed to all who are delinquent. The Treasurer should report details of overdue dues at least monthly to his Board of Directors.

FINANCIAL STATEMENT

- . Prepare and present interim financial statements at all regular Board meetings;
- . The final financial statement covering the full year is prepared and audited for presentation at the end of the club year.

CLUB PROJECTS

All club projects, when completed, should have a written financial statement for club records.

AUDIT OF BOOKS

The Board of Directors should arrange for a review of the books, general and benevolent account, before presentation by the Treasurer of the final financial statement covering the term of office.

It is imperative that a properly prepared and reviewed statement by an accounting firm be available for inspection by any authoritative group.

The accounting firm shall make a report to the club on the annual financial statements to be presented to the club and shall state whether in their opinion the financial statements referred to there in present fairly the financial position of the club and the results of its operations for the period under review.

The accounting firm will report any irregularities which come to their attention to the club officers immediately. The accounting firm should have access to the accounting records at all reasonable times. It is suggested the accounting firm should do interim checking during the year, and in particular, should check the records of any benevolent money-making project as soon after the event as is practical.

ADDITIONAL TREASURER'S INSTRUCTIONS

The club Treasurer is charged with the responsibility of properly accounting for the receipt and disbursement of all club funds. This means, therefore, that the club Treasurer must do the following:

- . Obtain and keep on file adequate evidence in support of all receipts and disbursements;
- . Properly record and balance the club's accounting records;
- . Prepare financial statements from the club's accounting records;
- . Require each treasurer of each separate fund-raising project to account for all receipts and disbursements for the project;
- . Submit the accounting records and financial statements to the accounting firm for their examination.
- . Assist in the preparation of a budget for the current term and submit it to the club for its approval.

It is hoped that the information that follows will be of value to those treasurers who may not have had any previous accounting experience. However, it is impossible to anticipate all difficulties which might be encountered and attempt to provide the information necessary to overcome them. Therefore, the best advice which may be given is to suggest that when a club treasurer is faced with an apparent problem which they cannot solve, they should immediately obtain assistance from a person qualified to solve it for them.

GENERAL INFORMATION

Receipts

1. Prepare a duplicate pre-numbered receipt each time that funds are received. Issue the original to the person and keep a copy for the files. The copy supports the entry to be made in the cash receipts book. Separate duplicate receipt books should be kept for the general and benevolent accounts.
2. All receipts should immediately be deposited in the bank as they are received. It is required to keep separate bank accounts for general and benevolent funds. Therefore, separate bank deposit books should be kept for each account. The bank deposit receipts should be kept since this is the support for the entry to be made in the cash receipts book.
3. It is recommended that the duplicates of deposits contain enough information so that the source of the funds can be determined at a later date. The Treasurer may find that on various occasions they will not have time to write up the cash book immediately and might otherwise, at various times, experience difficulty in remembering the source of all

monies deposited. It sometimes happens that receipts do not get written during a busy meeting.

4. A list of all club members should be kept. The amount of dues owed by each member should be listed and the date the dues are paid. The total of dues paid as indicated by this list should agree with the total dues deposited in the bank and entered in the cash receipts book.

Disbursements

1. Disbursements should be made only by check. Cash payments should be made only when absolutely necessary and unavoidable. Separate check books should be kept for the general and benevolent funds. The details that are entered on the check should also be entered on the check stub. In addition, brief particulars of the payment should be entered such as invoice number and particulars such as meal costs, stationery, etc. The entry in the cash book is made from information on the check stubs.
2. All disbursements should be approved by the Board and noted in the minutes.
3. Invoices in support of all payments should be received from the persons to whom payments are made. Each invoice should be checked by a person knowing the circumstances of the services or merchandise received and signed by them approving the total. Place on each invoice the number of the check used in payment and file the invoices in numerical order. Be sure to keep separate file for general and benevolent account invoices.
4. All checks should be signed by the authorized signing officers, usually any two of the Treasurer, President and/or one other officer named.
5. Checks should never be signed in blank by one of the signing officers. All invoices in support of payments should be examined by both signing officers and initialed by both indicating that they have signed a check in payment thereof. This procedure shall eliminate the possibility of duplicate payments for goods or services.
6. Deposits and checks should be entered in the blank check stub and the balances extended. This will ensure better control of funds.

ACCOUNTING RECORDS

General Comments

1. The form of the cash books should be as simple as possible and be tailored to fit the needs of the club. The club's accounting firm or a member with banking or accounting background would assist with this.
2. It is essential that a separate cash book be kept for the general account and the benevolent account.

Receipts

1. As cash is received, it should be entered into the total column and also one of the credit columns. The number of the covering receipt should be entered in the column provided for this purpose.
2. When a deposit is made the amounts entered in the total column since the date of the preceding deposit should be added and this total should be entered in the cash received total with brackets around the amount (indicating a credit) and also in the deposit column.

Disbursements

1. The amount of each check should be entered in the check column and also in one or more of the debit columns.
2. The check number should be entered in the column provided for this purpose.
3. Bank charges which may be entered on the bank statement should be entered in the check column and in the bank charges column.

Month-End Procedures

1. At the end of each month, all columns in the cash book should be added and the sum of the debit columns equal the sum of the credit columns.
2. The true bank balance should be determined by calculating the difference between the totals of the bank debit and credit columns as shown by the cash book.
3. Each time the bank statements and canceled checks are received, the checks and bank debit memos should be checked against the debits on the bank statement. Debits on the bank statement not supported by a canceled check or bank voucher

usually represent bank service and interest charges. These should be entered as such in the "check" column of the cash book.

4. After all debits on the bank statement have been properly accounted for then all canceled checks, drafts and bank memos should be checked against the "check" column of the cash book. Place a check mark opposite each column as it is checked. Any item that pertains to a month previous to the current month should be checked to the bank reconciliation of the previous month. All bank vouchers must be checked to (a) an entry in the current month's check column of the cash book or (b) the bank reconciliation as mentioned above.
5. When this has been completed, a list should be prepared of all unmarked items on both the bank reconciliation of the previous month and the "check" column. This list represents the outstanding checks at the end of the current month.
6. The deposits should then be checked on the bank statements against (a) the entries in the deposit column of the cash book and (b) the preceding months bank reconciliation (if there are any deposits outstanding as of the date of the preceding bank reconciliation). Any amounts not marked in the deposit column of the cash book should represent outstanding deposits which did not get into the bank until some time after the end of the month.
7. For most clubs a general ledger may not be necessary. However, in order that the financial records may be up to date, the following procedures are recommended:
 - (a) At the end of each month the cash book columns will be totaled as previously explained. The totals of the previous month then will be carried forward immediately beneath the current month totals. The final figures will represent the "year to date" figures.
 - (b) In order that the bank and cash balances may be correct, when following the foregoing procedures, these balances will not be carried forward at the beginning of each month because they are included in the totals carried forward at the end of the month.

For some of the smaller clubs it may not be necessary to subtotal the cash book each month. Less frequent intervals may be satisfactory.

Year-End Procedures

After the end of your fiscal year, financial statements will be prepared and reviewed by an accounting firm. These statements should be presented as early as possible, possibly at the same meeting as the new term budget will be presented for approval.

BUDGET AND FINANCE COMMITTEE

Every Active 20-30 Club has met financial difficulties from time to time and those are overcome only by the formation of a strong Finance and Budget Committee. It is recommended that the Club Treasurer be a member of this committee.

Its duties include:

1. To prepare budgets of estimated receipts and expenditures for club funds and submit such budget for approval by the Board of Directors;
2. To report to the club at various times during the term as to the standing of the budget;
3. To approve all purchases of supplies and equipment and approve all bills for payment.

Many clubs have made this committee entirely responsible for the finances of the club and, in such cases, it approves all purchases, passes on all accounts and prepares budgets. Other clubs use the Board of Directors to check on the Finance Committee by delegating to them the power to approve bills and purchases of supplies. Both methods have value.

It is important that each Active 20-30 Club should have a sound financial policy. The preparation of a budget is not a difficult task if the details of revenue and expenditure for previous years are available. A little study and conservative estimating is all that is required. When the previous term's revenue and expenditure statements are not available for guidance, then the task of the Budget Committee is more difficult.

Benevolent funds are budgeted by some clubs but this is entirely up to the individual club policy. Those clubs that have major fund-raising projects will find it advantageous to draw up budgets for such projects also.

A STRONG CLUB THROUGH BETTER PROJECTS

The best intentions can plunge a club into trouble unless proper planning prepares the way.

The following suggestions, prepared as a guide for Active 20-30 Clubs, should make the task of selecting new projects an easier one.

1. Are club members prepared to provide the leadership and personal effort necessary? Although we know that we won't have the time to help with a project, we may wrongfully assume that the other club members are less busy. Sometimes, it may be worth paying professionals to do the job if the job is worth doing.
2. Do most of the members favor the project? The club may be 'riding a dead horse' in which it has lost interest and for which there is little need. Or a few zealous people may commit the club to something that it wouldn't favor if it understood the implications.
3. Can the club pay for the project? Frequent assessments and fund- raising gimmicks soon grow tiresome and solicitation of public funds puts the club into conflict with accepted fund drives. Too often we underestimate the costs. Then we cut our suit to fit the cloth and the project fails to cover our good intentions.
4. Is this the most urgent problem we can tackle? How many other projects were considered? Are we making the greatest permanent contribution to our community with our projects? Do we dissipate our resources on many small projects with obvious public relations value rather than attacking a major problem that has less glamour?
5. Have we consulted with agencies and other groups? Perhaps some other club in town is planning a similar effort -- we don't want to duplicate it. And let's not forget that official agencies have information (as well as regulatory powers) which could avoid embarrassing situations.
6. Will the project drain resources from other community efforts? If assistance from the general community is needed to put the project over, whether it be funds or volunteer help, needed aid may be detracted from established activities. While benefitting the few, the project may harm many.

7. Is the club committed for a limited time only? The purpose of a project should be to demonstrate a service or to provide a facility which the general community will want to take over. Rarely does a community require more than three years to determine if it wants a service continued. If it does, the club should be prepared to completely hand over leadership, administration and funding of the new programs. The club is then free to provide additional support if necessary, to act as watchdog over it's "baby", or to turn it's attention to other community needs.
8. Have firm plans been made for the termination or continuation of the project? If it is imagined some city agency will eventually take over the financing and operation of the project, the matter should be cleared in advance as much as possible. Transition of responsibility will be easier if legal consideration, standards of facilities and personal operating policies are formulated with the transfer in mind.
9. Can the club establish a procedure in advance for the evaluation of the project? The club may ask that a committee from the local chamber of commerce or other civic group check on the progress of the project at a pre-determined date and report to the club whether the project should be continued, expanded or discontinued. Such a procedure can act as a spur to successful operation of a project. And it likewise permits the future leadership of the club to consider the project aside from the pressure of the original initiators without offense or club "politics".
10. Has a good committee been appointed to run the project? Certainly the club as a whole cannot have its collective fingers in the pie. The club's Board of Directors and other standing committees have other things to do. The special committee in charge of the project should have adequate responsibility, authority and guaranteed funds and it's members should serve overlapping terms.
11. If it is a joint venture with other groups, are full details spelled out? Make sure the club agrees on who bears legal responsibility, how general and administrative procedures are to evolve, how unexpected cost are to be met, who reports to who, when and how.

A project is a wonderful way of uniting a club and helping the community. Wise and careful planning, however, is needed today more than ever before to avoid duplication, poor community relations and actual harm to our common concerns. In many communities the areas of need have become less obvious, though unfilled needs may be just as real.

SELECTING THE PROJECT

Each club should have a committee with the sole purpose of investigation of new projects and the re-evaluation of old projects. This committee is directly responsible to the Board of Directors and should at all times be prepared to report to the general membership regarding its activities.

The question of selecting the project is probably one of the most arduous tasks and questions that will face any club. There are many factors that must be taken into consideration before YOU can say. "Yes, we have our project".

First of all, whom is the project supposed to benefit...the Club, the individual or the proposed recipient? Secondly, what is the available manpower with which to operate and adequately handle all of the many intricacies which always accompany any project, regardless what the magnitude might be? It might be well to point out that no matter how much merit YOUR project has, it will be a dismal failure unless you have the complete cooperation of all members. It is far better to have a project which can be handled by the enrollment of your club than to take on a project of enormous proportions and find out that you do not have the manpower, willingness or the cooperation of the club. Thirdly, all projects must keep certain goals and ideals in mind: (1) Youth, to be served, must serve; (2) Civic betterment; (3) Leadership and the opportunity to build character and responsibility in the individual.

There is no predetermined number of projects that a club must support over a year's period. This is left to the discretion of the club. The Board should propose ideas, and there should be ratification by the entire club. Some clubs have the membership base and the means to undertake eight or ten projects per year and do an outstanding job on all of them. Smaller clubs may only be able to support two or three a year, but do a bang-up job on those they do. This decision should be left to the individual club's circumstances as well as to its desires.

Because projects are the backbone of enthusiastic, aggressive Active 20-30 Clubs, their selection must be made with several different objectives in mind. There is no shortcut to a good project. Creating and choosing one always requires work, study and thoughtful consideration on the part of the officer or committee making the recommendation. But when the time consuming details are worked out and this labor has paved the way for a successful project, the rewards that you and your club will receive will more than justify the time spent...in community recognition, fellowship among your members, development of your individual members capacity for accepting and carrying out responsibility and sometimes, fortunately, increasing your club treasury.

Remember that Active 20-30 is not a charitable institution, but a service club. Don't donate cash or time to charity or to some organization just because the club is flattered by the request or because it feels that donations are their main function. The primary responsibility is to Active 20-30 and the members. For without an interesting membership the club cannot function as a

community. The Active 20-30 motto is "Youth, to be Served, Must Serve". Be very careful that when the club serves the community through projects that it is in turn being served. And that in each project the club either receives, encourages or enhances:

- (1) Fellowship among the members;
- (2) Community recognition and interest;
- (3) Development of the individual members' capacity for accepting and carrying out responsibilities;
- (4) Enrichment of the club treasury, or, in instances where the project is not a money maker, the club's reputation in the community.

Remember...better projects build better clubs. And better clubs seldom if ever have financial or membership problems!

Recognition tends to lift each persons spirits and a club that is based on fellowship and service needs this ingredient as a regular part of it's diet.

Active 20-30 has grown in service and has sown the seeds that have helped its growth in past years. Community projects involve the problems of our society and the locale in which we live. Quite naturally they present the most frequent opportunities for service. We must continue our efforts to provide help through our various projects and we should emphasize those projects which will awaken in the individual a keen notion of his responsibility in solving his own problems. Each member should give some thought to projects so that a businesslike program can be launched and followed through.

There are many ways to achieve this goal. Every project being considered should be weighed on these merits: 1. It's service rendered; 2. It's profit; 3. It's fellowship.

Community recognition can be considered in the second category, profit, and by continual good project choices a club can make a rapid gain up the ladder of recognition.

Word of mouth by club members and a good club newsletter will help, but the cornerstone should be a dedicated committee chosen to collect, process and disseminate all worthy news items pertaining to club activities and personnel.

These news releases can be sent to all of the media. Don't be disappointed if they fail to use them, for it often takes a personal call to these busy people to achieve your entry into the publicity field.

After organizations such as Active 20-30 are established, they become known through their consistent work, dependability and their good deeds. It also take additional

advertising through projects and other activities, and word of mouth praise, to become well known and to be recognized.

In getting and maintaining the respect of the citizens of the community the club is putting itself in a better position for more and better advertising for future projects, and at the same time stimulating the interest in the community's young men and women to become members.

Seeing the club's name in print, or hearing it mentioned on other media, will certainly stimulate the entire membership to work even harder on future projects.

FUND RAISING PROJECTS

It is the policy of Active 20-30 to help support worthy causes through the personal services of the members rather than just donating financial gifts. There are exceptions of course, but the members of Active 20-30 realize that more can be accomplished through individual service than can ever be rendered by their club becoming a "pocketbook" for the community.

Whenever an Active 20-30 group undertakes a project to raise money from the people of it's community, it should first make certain that the activity for which the money is to be used will be of benefit to the community in general and secondly, that the money raising project itself will contribute to the betterment of the community.

Many fund raising activities are adaptable from one community to another. The individual club must first determine the amount of money that it needs to raise. One method is to sponsor a project of considerable range, the proceeds from which will be enough to care for the activity expenses for the administrative year. Another plan is to sponsor several projects during the year, the proceeds of which are to equal the total amount of the years expenditures. Again, the club may find it necessary to supplement the annual project with other fund raising activities. The plan to follow will depend largely on the individual community and the circumstances involved.

It is hoped that the following list of proven fund raising activities will prove helpful to Active 20-30 Clubs. It should be realized that all of these projects take considerable planning and work by all members of the club. (NOTE: In undertaking any fund raising project keep in mind any federal, state or local taxes and permits that may be involved.)

AMATEUR SHOW: Make early appointments of necessary committees: stage Properties, auditorium, tickets, publicity, etc. The Master of Ceremonies should be from the club and be able to control the situation and add humor. Keep in mind that some local amateurs do not have show worthy acts. Care should be taken in the screening and selection of acts to be presented. The purpose of the show should be widely publicized and should be handled by a capable committee. When the public is aware that the show is being presented for charity you are sure to get a better turn out. A steering committee of the general chairman, president of the club and

secretary/treasurer should be in charge of the finances. A well defined budget should be worked out and presented to the Board of Directors for approval.

SPONSORED PERFORMANCES: Many Active 20-30 clubs have been successful in sponsoring performances of concert artists, symphony orchestras, and radio or T.V. personalities and commentators, actors, etc. Arrangements for these types of programs are generally made through local or nearby lecture and entertainment bureaus.

CARNIVALS OR FAIRS: This project may be one of the most difficult to accomplish, but it can also be one of the most successful. One of the most popular is a main crop festival. Almost any club can capitalize upon the particular crop or natural resources of an area. The main feature of such a carnival should be the coronation of a queen. She can be selected by popular vote of the townspeople. The voting should last for several weeks before the coronation. Vote can be sold in lots on 100 from anything from a penny on up. A queen's court should also be added. Other features could also include food concessions, games and rides that have been leased from a carnival company.

VENDING MACHINES: Many clubs have arranged for the placement of vending machines or scales in their communities as a money making project. The machines are owned and placed by the company with whom the arrangements are made and an agreed percentage of the proceeds are paid to the club.

DANCES: Dances can have considerable drawing power if a well known band is engaged although this is not always essential. This project is popular as an annual event but some clubs hold weekly or monthly dances as an ongoing project for fund raising.

MILE OF PENNIES: This program has been used with great effect by a number of Active 20-30 clubs in the past years. Cards one foot long are printed with slots for one foot of pennies. They are distributed throughout the community and people are asked to fill them with pennies. A mile of pennies amounts to \$88.80. A variation on this would be a mile of dimes. Long strips of adding machine tape may be laid down main street for this purpose.

PANCAKE DAYS: This is highly recommended for raising money with a minimum of planning and comparatively little work. A vacant store or some other available place that is centrally located in the community should be secured for this purpose. This event should be advertised and on the day of the event all of the pancakes that a person can eat are sold for a predetermined price. In some cases sausages or bacon are provided at an additional cost. Much of the material will be donated.

SPORTING EVENTS: Here you have unlimited opportunity for sponsoring such sporting events as baseball, basketball and football games, boxing and wrestling matches, etc. Post season championships and round-robin tournaments are highly recommended.

SUPPERS-BANQUETS: Through banquets, barbecues, ice cream socials, etc, a great deal of money can be raised. Make full use of wives and girlfriends of members on this one. Again, much of the material will either be donated or can be obtained at low cost through your club connections.

MISCELLANEOUS PROJECTS: Take advantage of the opportunity of contracting with local concerns to furnish donkeys and other equipment on a percentage net profit basis for a donkey basketball or softball game.

Paper drives have netted several clubs sizable profits. They are most successful when a central depot is provided and some sort of collection service is provided. Make sure, however, that there is a market for the collected paper. Junk and scrap drives have also used with success. And don't overlook bottle drives.

Raffles, with tickets sold in advance and marked "Donation" to a welfare or charity, have been conducted by many clubs. Cars, boats, liquor, turkeys, etc are popular prizes.

Two highly profitable yet easily operated events are turkey shoots and rummage sales.

CHAIRING A PROJECT

LEARNING FROM THE PAST

In addition to promoting uniformity in club projects and familiarizing new members with club procedures, this section is designed to assist members in avoiding some past mistakes. Generally speaking, any problem encountered by the chair(s) on a project has probably been encountered by a previous chair. Unless the old and the new chair(s) have met and discussed matters, it is likely that the problem will be approached differently by the newer chair(s). This frequently leads to inefficient and occasionally embarrassing solutions. Hopefully, by following the guidelines in this section, the mistakes of the past can be identified and the new chair(s) can be warned to avoid similar problems.

ORGANIZATION OF THIS SECTION

Club events can be divided into large projects and small projects. The first part of this section will be directed to the organization and administration of smaller projects. This part will discuss guidelines generally applicable to all projects. Essentially, these guidelines and procedures are the minimal requirements for administering any club event.

The second part of this section will concentrate on the particular difficulties encountered when administering a larger project. The chair(s) of larger events should read the entire section and familiarize themselves with all of its contents. The chair(s) of some smaller projects may want to read the section of major projects. Not only will this help prepare them for administering a larger event in the future, but it may also generate some ideas about improvements to their events.

PART I - ADMINISTERING A SMALLER PROJECT

MEET YOUR CO-CHAIR

You have just been appointed by the Board of Directors as the co-chair of one of the term's projects. The first task as a new project co-chair will be to learn the name of the co-chair from the President. The Club President should be asked which member of the Board of Directors has been appointed as an advisor to your project. Further, a schedule of all Board meetings which will occur during the term should be obtained. This will enable the chairs to schedule any appearances before the Board of Directors which may be necessary to obtain approval of budgets and/or policy decisions.

Next, give the co-chair a call and set up a meeting to acquaint yourselves with each other and to generally discuss the project. Keep in mind that this call may be the start of one of the greatest benefits the club has to bestow. You have all heard other members express the belief that Active 20-30 has been one of the single largest influences on their lives. This is because membership in the club enables us to make friends with people we never would have encountered outside the normal circles of acquaintances. The most likely source for these new friends are people with whom we work closely on projects. Many members will confirm the fact that some of the best friends in their lives have been people with whom they worked as a project co-chair.

You and the new co-chair should get together as soon as possible to generally discuss the event. The focus of this initial meeting should not necessarily be on planning the event in detail. Instead the co-chairs should get to know each other, discuss schedules and review the meeting availability. The general plans, hopes and ideas for the event should also be discussed. This is also a good time to discuss concerns about the event or the schedule. If either co-chair has reservations about being able to fully perform during a certain period of time they should discuss this frankly with the other. Usually the other co-chair can arrange to "carry" the other over this period of time. If not, the potential conflict should be immediately discussed with the Board advisor.

In addition to the "getting acquainted" period, the meeting should also cover two more points. First, the last project's co-chairs should be identified and a meeting should be set up with them. The co-chairs should identify some times and dates for such a meeting and someone should undertake the responsibility for contacting the previous co-chairs to set up a meeting. Next, the Board advisor should be identified and discuss getting together with them at some point in the near future. Someone should be assigned responsibility to contact the Board advisor for this purpose.

A word on the Board advisor may be helpful. Before the beginning of each term, the Board of Directors may want to appoint one of its members to serve as a Board advisor to every project. Generally speaking, the person appointed as the Board advisor has acquired some familiarity

with the project in the past, either by virtue of having co-chaired it themselves or by being involved with it. The function of the Board advisor is twofold: First, the advisor is elected to provide information about club policies, procedures and expectations in the event that such information becomes necessary. Secondly, the advisor will serve as a conduit of information from the co-chairs to the Board of Directors in the event that the co-chairs are not present at a Board meeting. Naturally, co-chairs are expected to attend all board meetings. The co-chairs should keep the Board advisor apprised of the planning so that they can answer any questions about the project that might arise at a board meeting.

MEET PREVIOUS CO-CHAIRS

The meeting with the last co-chairs should be scheduled as soon as possible after the chairs have been appointed. For the minor projects, this meeting can take the place of a relatively informal discussion over lunch. When you set up this meeting, you should ask the previous co-chairs to bring their file on the project. You will be particularly interested in the financial structure of the project, the timing of the project, and any problems encountered in administering the project. You should specifically ask the last co-chairs to bring their final report and final budget.

This introductory meeting assumes even greater importance in the case of a major project. The co-chairs will be interested in discussing all of the above listed items with the previous co-chairs and will undoubtedly have many questions about other aspects of the event. In the case of larger projects, this particular meeting generally takes several hours.

You should use this meeting with the prior co-chairs not only as an opportunity to learn about the project, but also as an opportunity to make new friends. Keep in mind that last term's co-chairs worked on the very same project you are now approaching. They will be very interested in sharing their experiences with you and you should listen carefully to their advice. The "give and take" associated with such discussions can often be the beginning of a new friendship.

PLAN ALL ASPECTS OF THE EVENT

Now that you have discussed your expectations and hopes for the project, and have obtained all of the information about the event, the co-chairs should be together and plan the event. The word "plan" can not be stressed enough. This meeting should not be an informal discussion about your hopes. Instead, you should bring to the meeting a list of all the problems you expect to encounter in the event and your proposals for solving them. You should discuss the need to delegate responsibility to any other club members. Generally, where a small project is involved, there should be no need to assign work to anyone other than yourselves. The larger projects will require some degree of delegation and the co-chairs should discuss the timing of such delegation. If the project will incorporate a theme, you should discuss possibilities and attempt to arrive at one. If the project requires the acquisition of some site, you should discuss alternatives and set up a time table for exploring them. In short, the co-chairs should get together and anticipate every

need of the project. Once the needs have been identified, a discussion should occur and agreement upon a way of meeting each need should be established.

THE IMPORTANCE OF TIMING

The Co-Chairs should be very concerned about the timing of an event. As any glance at the calendar will confirm, the Club's schedule of events virtually consumes many weeks of the calendar year. This makes for a very busy and involved membership and emphasizes the need to schedule an event on the Club calendar as soon as possible. The chairs should take a look at the club calendar and attempt to pick two or three possible dates. Before the event can be scheduled, you must obtain approval of the Board of Directors. The approval can be obtained by appearing before the Board and recommending that a certain date be selected for the project. Be prepared to back up the recommendation with reasons. In selecting the date, the chairs should avoid a conflict with any other scheduled project. Generally, the project should not be scheduled during the same week as some other project. One should avoid conflicts with scheduled Board meetings or the scheduled meetings of other projects.

If you are administering one of the larger projects, you should also be sensitive to other events already planned in the community which might adversely affect the project. This is not to say that you should reschedule the project because one of these events coincides with your proposed schedule. You should simply identify the potential of conflict and evaluate its seriousness before you make the date recommendation.

FORMULATING A BUDGET

Next you should plan your budget. This often proves to be one of the more troubling aspects of administering any particular project. The starting point for any successful budget is a thorough examination of your predecessor's original proposed budget and their final budget. Reviewing these two documents will give you a clue about the accuracy of your prior co-chair's expectations. Once you have reviewed the prior budget, you and your co-chair should seek to identify each and every item of cost involved in putting on your project. You should be very careful to be realistic in evaluating these costs. Avoid the temptation of minimizing costs when preparing your budget. Although this might make it more palatable to the Board of Directors, it will lead you to underestimate the amount of money it takes to run your project. In turn, this can create a financial loss for the Club. This loss cannot be recouped by applying the "you sign-you dine" policy. Club members who sign up for an event and fail to attend can only be held liable for the projected ticket price. Therefore, if you underestimate the per-person ticket price, the Club will have to pay the difference between the ticket price and that member's prorated share of the loss.

In addition to being conservative in evaluating potential expenses, you should also attempt to be accurate in this process. Do not simply mark up expense items by a factor of 10 percent to cover what you believe to be an increase in these items. The Board of Directors will examine your report and will question you about your basis for the figures shown on your proposed budget. The Board of Directors will be unlikely to accept your budget if it is merely last term's budget increased by a 10 percent inflation factor. Obtaining accurate, realistic figures will eliminate the need for you to redraw your budget and represent it at the next Board meeting.

It is practically impossible for us to cover all the items which must go into the construction of an effective proposed budget. Each of the items on your proposed budget should be carefully evaluated and supported. Often, you must give consideration to Club and community expectations in making certain budgetary decisions. These would include amenities necessary at any particular event and the ticket price. Generally speaking, any time you plan on increasing the ticket price for an event, you will have to carefully consider both community and club expectations. Similarly, a planned decrease in ticket price may trigger grave concern among Club members if the result will be decreased revenues flowing to the Club.

In many events, you will need to obtain an advance of monies from the Club before you can commence your project. Oftentimes, money is needed to pay for posters, ticket printing or other items. The need for and amount of this advance should be supported by your budget. At the time your budget is approved, the Club Treasurer can write and give you a check in the amount of your advance.

OBTAINING BOARD APPROVAL

One of the most critical stages in the administration of your project is obtaining Board approval of your budget. Every project must prepare a budget and that budget must be approved by the Board of Directors before any steps are taken to implement the project.

When you have formulated your budget, and are confident that you can explain and justify all of its contents, you should contact your Board advisor to discuss the date on which your budget will be presented to the Board of Directors. This is also a good time to recommend a date for your project and obtain approval of that date from the Board.

A few days before the scheduled Board meeting, you should contact the Club President directly and confirm the fact that he/she has placed you on the meeting's written agenda. You should arrive at the Board meeting on time and be prepared to stay as long as is necessary to present your report. It is extremely discourteous to schedule a presentation and then fail to appear.

You should bring with you to the Board meeting enough copies of your proposed budget for each Board member as well as extra copies for other members. These copies should all be three-hole punched on the left margin. Your budget should be typed and should clearly detail all of the

income and expense items you have previously identified. Depending upon the nature of your project, the bottom line should show either a "break even" event or an amount of profit flowing to the Club. Your budget should indicate how much the event will cost the Club. This cost should not exceed the amount already budgeted by the Board of Directors for your event.

You should keep in mind that in approving your budget, the Club is counting upon you to adhere as closely as possible to the proposed budget. If, at any time, you anticipate that your event will produce a result that is significantly different than that shown in your budget, you should immediately contact both your advisor and the Club President.

You should expect to be examined by the Board of Directors on each of the items shown in your budget. Be prepared to discuss the accuracy of any assumptions you have made in preparing the budget. You should also be prepared to receive input about more efficient ways of raising revenue or calculating expenses. Keep in mind that the Board of Directors represents an accumulation of Club experience and knowledge. Although these individuals may not have been involved in the day-to-day planning of your event, they have been elected because they have demonstrated to the Club a commitment to its goals and an accumulated knowledge of Club affairs. The comments and questions from the Board should not be taken personally but should be viewed as an effort to insure that your plans will be in the best interests of the Club.

If the Board of Directors finds your report to be deficient in some area, it is quite likely that discussion of your budget will be tabled until the next Board meeting in order to give you time to cure the deficiency. If the Board finds your report to be in order, it will approve your budget. This approval constitutes a grant of authority from the Board of Directors to you to administer the project in the manner described by your budget. It does not authorize you to go beyond the project's scope as described by the budget. If, at any time, you wish to modify your project in a way not shown on the budget, you will need to obtain further approval from the Board of Directors.

SITE SELECTION

Many projects require the co-chairs to coordinate or select a site. In some situations, the site has already been designated.

In general, if you are required to select a site, you and your co-chair should give careful thought to the location. You should consider the accessibility of the site to all people who will be invited to attend. Problems with parking, access, or set-up availability should be identified and evaluated. When you have selected the site, you should reserve it as soon as possible. Many larger meeting places are reserved six to eight months in advance.

Naturally, you should meet with the entity which owns the site facility to discuss and negotiate the club's use of the site. Pay careful attention to matters such as cleaning deposits, reservation fees, room accessibility, service of alcohol and the like.

When your project involves the sale or distribution of alcohol, check into the need for obtaining a liquor license through the city and the State Department of Alcohol and Beverage Control.

MAKING COMMITMENTS

As a co-chair of one of the Club's projects, you will occasionally be called upon to make a commitment to a supplier or some facility. If the commitment involves a promise to pay for certain goods or services, the supplier may require an agreement to be signed by an officer of the organization. If this situation arises, you should present the agreement to the President for signature. If the supplier is willing to take your signature as a co-chair of the event, you have the authority by virtue of the Board's approval of the project to execute the agreement.

Hotels, restaurants and other suppliers of food often require you to commit to a certain number of attendees in advance. Usually, your commitment must be made within a week or so of the actual event. The need to make these commitments underscores the importance of preparing a careful budget. Such commitments also make it increasingly important for you to keep an accurate record of everyone who has signed up for the event.

INTRA-CLUB PROMOTION

One of the keys to the success of any particular project is your communication with the general membership. Project co-chair frequently spend great amounts of time and effort in organizing their projects and then fail to let the club know what they have planned. There are two primary methods of informing the club about your project. One of the two co-chairs should be assigned responsibility for contacting the newsletter editors and asking them to assist in promoting your project. At a minimum, you should ask the newsletter editors to place your project in the newsletter calendar. You should specifically ask the newsletter editor to put the title of your project, the date and time of your event and the location of your event in the calendar. This provides a ready and concise source of information for people who are looking for information about your project. You should also ask the newsletter editor to run a short feature about your event. In order to insure that the correct information gets into the newsletter, and in order to reduce the workload on the newsletter editor, you should write your own copy and present it to the editor.

A second method of promoting your event is to make announcements at regular meetings and Board meetings. In order to get on the meeting agenda, you should contact the President prior to the scheduled meeting and ask him/her to place you on the agenda for the purpose of making an announcement. You should also devote some time to planning your announcement. The most

effective announcements involve a humorous presentation of your project. Do not be content with merely standing at a microphone and reciting the dry, statistical facts about your event. Such a presentation will quickly be forgotten by the membership. Instead, you should try to enliven your announcement by coming up with a catchy phrase or gimmick to describe your event or find some other way of presenting it in a humorous light. In addition, with a few phone calls you should be able to identify other members who would be more than happy to help you with your announcement.

"SIGN 'EM UP"

The nature of most projects requires the co-chairs to obtain an advance indication of the number of people who will be attending the event. This eliminates the need for you to explain the particulars of the event to every person who reviews the sign-up sheet. It also allows you to pass the sheet along the table during a meeting without causing undue disruption. Prominently featured on the sign-up sheet should be the name of the event, the date, time and place of the event, the admission price, and a reference to the Club's "you sign/you dine" rule.

The "you sign/you dine" rule refers to an adopted policy of the Club. This policy entitles the Club to charge any member who commits himself to attend an event, and later fails to attend, with that member's pro-rated portion of any loss suffered by the event, up to the amount of the admission price. During your general announcements to the Club, you should let the members know the last date on which you will be able to accept cancellations of sign-ups. Your cancellation date should be one day before the date on which you must commit to your supplier. Individuals who contact your requesting cancellation after your commitment date should be told that you cannot allow cancellation and that, if the event suffers a loss, you will be required to charge them their pro-rated share of the loss under the "you sign/you dine" rule.

D-DAY

Be sure to show up early for your event. Depending upon the nature of the project, you may have to be there as early as one to two hours before the scheduled commencement time. It is your responsibility to insure that the room has been correctly decorated, that the number of correct places have been set at the head table, that the commitment made by the hotel is being followed, that someone is present to check in members as they arrive and cross-reference their name with the sign-up sheet, that name stickers (if appropriate) have been made available together with a pen, and that all of the other special touches you have planned are ready. Ultimately, it is your responsibility to insure that all things necessary for a smooth meeting are on hand.

Once the event begins, do not merely sit back and take a neutral role. You are still in charge of the event and it is up to you to make sure that everything runs smoothly. You should be constantly observant to make certain that the meals are being served correctly and on time, that the "entertainment" is ready, and that all other special features will take place as you have planned them. If the event is at all complex, you should have devised a time table and should be organizing things so that they will occur in accordance with your timetable.

If people performing at your event will expect payment after their performance, it will be your responsibility to contact the Club Treasurer and arrange for payment at the meeting. On occasion, these payments must be made in cash. Do not expect the Treasurer to arrive at the event and have cash available without warning.

THANK YOUS

You should go out of your way to acknowledge the work done by fellow members. This applies with special emphasis to the contributions made by new or prospective members. For these members, your project may very well be one of the first experiences they have in the Club. All of you can appreciate the fact that these early contacts with Club events will produce important and lasting memories. Frequently, an individual's entire orientation towards your Club is shaped by their first few experiences in it. Because of your position of prominence in the Club, you have a unique ability to make the experience a rewarding and meaningful one for a new member.

FINAL BUDGET

Once your event has concluded, one of your last remaining responsibilities is to provide the Club with a permanent record of your efforts. This record consists of two parts; the final budget and the final report. You and your co-chair should get together as soon as possible after your event has concluded to tally up your income and expenses. One of your responsibilities as a project co-chair is to prepare the final budget and present it to the Board of Directors. Your final budget should show a specific accounting of all items of income received and all categories of expenses incurred. The key piece of information communicated by your final budget is the "bottom line". If your event is designed to "break even", the number appearing on your bottom line should be zero or some positive figure. If your event is designed to "break even", the number appearing on your bottom line should be zero or some positive figure. If your event incurred a loss because not everyone who signed up actually attended, the bottom line should still reflect a zero, because you will have charged the non-attending members their prorated share of the function's loss under the "you sign/you dine" rule. Naturally, this means that you will not be in a position to make a final report until you have collected this share of the loss from the non-attending members. Keep in mind that it is your responsibility to collect this prorated loss. Do not expect the members of the Board of Directors to step into your shoes and extract these monies. If you have made several persistent efforts to extract these monies from non-attending members, you should report this fact

to your Board advisor and to the Board of Directors. The Board will then consider some effort to assist you in your process of collecting the overdue money.

If your event is totally funded by our Club, then the bottom line should reflect the total expense of the project. Your final budget should also set forth the actual budgeted amount for your project and then compare the budgeted amount with the amount actually spent. In no event should the amount actually spent be greater than the budgeted amount without first obtaining the Board's approval.

Your final budget should be presented to the Board of Directors at a regular Board meeting. Once again, be prepared to answer questions the Board may have concerning the make-up of your budget. If your budget is incomplete or you are unable to answer the questions which arise, it is possible that the Board will defer approval of your report until you can fully address these issues.

FINAL REPORT

Your last responsibility as a co-chair will be the preparation and submission of your final report. The final report is a duty often neglected by project co-chairs. However, as your Club increases in size and complexity, the preparation and preservation of such reports will become increasingly important.

Your final report should consist of a typewritten narrative description of the efforts you and your co-chair have made. The primary purpose of your final report is to make the job easier for the next term's co-chairs. Keep this purpose in mind; it will enable you to decide what to include within your final report.

The final report should cover the actions you and your co-chair took in conceptualizing, planning, budgeting, organizing, promoting, and running your event. In addition, your final report should indicate how much Club manpower it took to plan and run your event. A separate area of the report should be devoted to discussing problems which arose during your project. You should discuss your solutions to these problems. If you do not feel that your solutions were adequate, you should make recommendations for countering these problems in the future. Your report should also include a section which makes recommendations for the future of the project. If you believe the project should be modified in some way, this would be the place to set out your ideas. Essentially, your report should provide any and all input you have concerning improvements for your project.

Ideally, your final report should be written and ready for submission within one month after your project is completed. In no event should your report be delayed beyond the end of the current term. Doing this will impose an extra burden on the following co-chairs and will make it exceedingly difficult for our Convention Awards Committee to fulfill its responsibilities.

Remember, one of the jobs you accepted when you agreed to serve as project co-chair was to put together and submit an effective final report. Your task is not finished until you have submitted your report.

When it is complete, you should make three copies of your report. One of these copies is to be distributed to the Club President. A second copy should be forwarded directly to the Convention Awards Committee co-chairs. The last copy should be kept in your own personal files.

III. ADMINISTERING A MAJOR PROJECT

INTRODUCTION

If you are co-chairing one of the Club's major events, be prepared to read a few more pages. Everything that has previously been said applies with equal force to your project. However, because of the complexity of your project and because of its importance to the Club, there are several additional considerations which will affect your actions. In short, you should do everything which has previously been discussed and you must supplement that by covering the points raised in the remaining pages of this booklet.

SELECTION OF APPROPRIATE SUB-CHAIRS

One of the features that distinguishes your project from the Club's minor projects is the fact that you cannot do all the work yourself. In turn, this means that you must recruit and accept other members to assist you in putting on the project. Often, this area presents the first important challenge you must face as project co-chair. Human nature being what it is, not every individual who volunteers for sub-chair responsibilities will be able to carry them out. From the very beginning, you must identify the important sub-chair responsibilities and work to fill them with members who can do the job. You must carefully consider the personalities and track record of each member you assign to a sub-chair slot. Do not simply consent to a member's request that he be given a sub-chair responsibility without consciously deciding that the individual will have the time, energy and ability to fulfill his tasks.

Your sub-chair selection decisions also play an important role in the process of integrating new members with the Club. Most of us can recall that the first time we really felt a part of Active 20-30 was when we worked as a sub-chair on some particular project. Because of this, you should make an effort to assign sub-chair responsibilities to new members. This is not to say that every sub-chair should be a new member. You may wish to team a new member with an older member when filling any particular sub-chair position. Obviously, we hope that the older member will take the opportunity to explain Club policies, procedures and traditions to the new members as they work together on fulfilling their sub-chair responsibilities.

FINANCING YOUR PROJECT

The discussion under part I of this section, covers the general considerations that apply to project financing. Naturally, if your project depends upon Club revenues for operating expenses, you will know precisely how much money has been budgeted. If, on the other hand, your project will need to raise ticket revenues, you will be facing a number of difficult decisions. First, you must evaluate your projected expenses in terms of possible individual ticket prices. Next, you will have to evaluate Club and community feelings

about a change in the ticket price. Finally, you will have to consider additional methods of raising revenue (such as sales of souvenirs, t-shirts, raffle tickets, and the like).

GET A TREASURER

The foregoing discussion has hopefully highlighted the importance of making careful financial decisions. Inevitable, your job will be easier if you can persuade an accountant to assist you with your financial planning. Unfortunately, the value of accounting assistance is well recognized in the Club and qualified accountant-members receive numerous requests for assistance each term. Nevertheless, it is important for you to make your pitch. Find one of these members on whom you believe you can rely and do everything in your power to persuade that individual to act as your project treasurer.

MEET WITH EACH SUB-CHAIR

Active 20-30 projects have an excellent track record. Project co-chairs can generally look back on their project with a well-founded feeling of accomplishment. However, almost every project co-chair will admit that one or two areas of their project failed to go as well as they had hoped. One of the most common reason for such failures is a lack of sufficient communication between the project co-chairs and the sub-chairs in charge of the problem area. In order to avoid such problems, it is essential for both project co-chairs to meet with each area sub-chairs before your project gets underway. At this meeting, you should stress to the sub-chairs that you need a firm commitment from them. You should discuss in detail everything that you expect a sub-chair to do. This would include providing you with an early estimate of all financial expenses, attending all project meetings, preparing and submitting manpower requests to the manpower sub-chairs as soon as possible, attending both on set-up day and the day of the event as necessary to fulfill their responsibilities, promptly submitting any expenses incurred during the project to the project treasurer, and preparing and submitting the sub-chairs' final report as soon as possible after the conclusion of the event. This last task cannot be stressed enough. As has been discussed above, the club may suffer from a lack of continuity in the projects. The most obvious way to cure this particular problem is to prepare and maintain systematic records about each project. This process begins by obtaining accurate, detailed reports from the individual sub-chair.

After you have explained all of these responsibilities to the sub-chairs, you should obtain some indications from each of them that they understand their responsibilities and are committed to fulfilling each one of them. Any schedule conflicts, time pressures, or any other problems which might prevent successful performance should be fully discussed. Hopefully, by the end of the discussion, both you and the sub-chairs will be in agreement about all of these responsibilities. Naturally, if any unsolvable problems arise, this would be the time to excuse the particular sub-chair from responsibility and find a replacement. Attempting such a switch during the middle of the project will inevitably cause disruption to you, the sub-chairman, and the project.

PRINTING

The need to obtain printed materials is generally one of the sub-chair responsibilities. Frequently, consideration must be given to printed materials almost immediately after the project co-chairs are selected. This is either because it takes a significant amount of time to come up with a particular design or logo and then have it drawn by an artist or because it is important to send out some kind of invitation to the general public early enough to allow them to plan their calendars. In any event, you and your co-chair should discuss the need for any printing. Give some thought to selecting these particular sub-chairs as soon as possible and get them underway.

"KICK IT OFF" RIGHT

In recent years, it has become traditional for our larger projects to have a "kick-off day". Kick-off days are most effective when the co-chairs have carefully planned their presentation. Keep in mind that, although you and your co-chair have been living with this project for several months, the general membership has not. You may be excited about the event, but the general membership has been occupied by other matters. Use the kick-off day to transfer some of your enthusiasm and hope about the project to the membership. Do not minimize the fact that each member can have fun working on your project and selling the project's tickets. After all, this is the essential glue that binds together the entire membership. Be confident, enthusiastic and optimistic about the project's plans. One of the objectives of your meeting will be to distribute tickets to the membership for sales to the general public.

INTRA-CLUB PROMOTION

Much of the discussion under this topic has already been covered before. However, co-chairs in charge of a major project should give it additional consideration. For you, the need to publicize your event and its requirements is critical because the success of your project will ultimately depend upon drawing Club members to fill sub-chair and manpower slots. You and your co-chair should plan on making announcements at every Club meeting and every Board meeting. These announcements should provide the Club with a brief status report concerning the progress of your project. In addition, your announcements should be designed to create Club enthusiasm by stressing exciting developments in your project, important milestones passed by the project, and the developing projections of your project's success. Begin your announcement by "taking control". Avoid making statements that cast doubt upon your ultimate success of the achievements of any particular sub-chair area. Similarly, avoid expressing your fears concerning the project. These can only work to decrease the necessary enthusiasm of the membership for the project.

Again, do not overlook the importance of the newsletter. Plan on reviewing each newsletter issue to insure that your project is accurately and fully described in the calendar. Maintain contact with the newsletter editor and stress the need to have accurate, informative and

enthusiastic articles inserted in the following week's issue. Do not assume that the newsletter editor will be able to provide these articles. You, yourselves, should write and forward new articles to the newsletter editors frequently.

PUBLICITY

Many events depend upon the success of ticket sales to the general public. This can be assisted by effective publicity. If your project warrants it, you should assign publicity responsibilities to a sub-chair and encourage that person to discuss publicity methods with previous sub-chairs. Give some thought to the possibility of having your publicity sub-chair draft weekly press releases for your project to be distributed to a media mailing list. Make contacts with radio stations and TV stations at an early date and stress both the unique nature of your project and the desirable effect it will have on the children of your city. Encourage special-interest reporters to attend the event or your set-up day. Never turn down any invitation to appear on a radio talk show or television show to plug your event. Although it may not seem like much, keep in mind that a 30-second discussion on the radio may spark interest in purchasing many tickets. Viewed in this perspective, your time is well spent.

When you meet with the media, never lose sight of the fact that you are representing the Club. Communicate your pride about the Club's past accomplishments and express your optimism about the success of the project.

Don't lose sight of the fact that other Active 20-30 Clubs may also be interested in your project. Plan to send information to other clubs in your area which will present an opportunity to sell tickets and to promote good will.

DON'T BURN BRIDGES

It is easy to get caught up on the problems and rewards of administering a project. However, don't become so wrapped up in the event that you forget to show your appreciation and gratitude to community business people who provide invaluable assistance in putting on the event. All it takes is preoccupation with your event to convey the impression to a business person that we do not really appreciate their efforts. Keep constantly in mind that your event will be followed by countless others and that the club will need the continuing support of local businesses. Remember that you are, in effect, an ambassador for the Club. Every contact you make with local community business people should be aimed at both achieving your goal and developing important contacts for the future. It is usually appropriate and desirable for you to devise some method of publicly thanking the Club's supporters.

MEETINGS: WHY ARE WE HERE?

As a Club member, you have undoubtedly attended many project meetings. Usually, during a member's first few months in the Club, they have reason to wonder about the seeming inefficiency of these meetings. Members who have been around a little longer have gained some valuable insights about the important purposes served by project meetings.

There are essentially two reasons for holding project meetings. The first of these is that a meeting is an excellent way to boost the morale of the sub-chairs. Co-chairs must carefully plan their weekly meetings to insure that the sub-chairs leave the meeting with a feeling that everything is developing on track and that the vent will be successful. It is often advisable for a co-chair to plan a meeting agenda around two or three important developments that will lend an air of excitement and achievements to the meeting. Don't always use the same agenda order; instead, place some exciting development towards the middle or end of the agenda so that the enthusiasm it creates will last until the end of the meeting. This way, members can leave your meeting in high spirits.

A second very significant reason for having meetings is that they provide an excellent place to solve problems. Use the meeting as a place to seek problem solutions. The essential point is to remember that the diversity of your membership makes it relatively easy to solve problems. Don't forget to utilize this resource.

Be sure to take attendance at all project meetings; the easiest way to do this is to pass around a sign-up sheet. However, do not simply pass out a blank sheet of paper and expect people to sign their names. Instead, make a pre-printed sign-up sheet and pass it around for signatures.

A note of caution about conducting meetings would be appropriate here. If at all possible, you should avoid the temptation to actually make decisions at project meetings. As we all know, it is extremely difficult to develop a consensus among large groups of people without very extensive discussion. Keep in mind that you and your co-chair have been appointed as the chair of this project. You have, in essence, been designated as the people who will make the project decisions. Reserve this authority to yourselves. By all means, seek out the advice of the people working on the project, but do not assign to the entire meeting the task of making a particular decision. This is one situation where the majority does not rule. You do. Listen to what the members say and then, in a quiet session with your co-chair after the meeting, make the decisions.

Many co-chairs worry about retaining control of the meeting. The difficulty of this task generally varies depending upon the personalities of the co-chairs. Naturally, everyone has their own particular style. If you find things getting out of hand, it would be appropriate to stop everything and to point out to the assembled membership that the individuals present have all been working on their portion of the event. You might go on to indicate that it is unfair to the people

attempting a report to deny that individual the attention they deserve. The need to use good humor and a friendly tone of voice cannot be overemphasized here. No matter what happens, do not come "down" on the meeting as a tyrant. This will only antagonize the members and frustrate your efforts to run the project. If you feel the problem is significant, it would be a good idea to individually contact some reliable sub-chairs and enlist their support in keeping things quiet at the next meeting.

Always provide an agenda at the meeting. This enables sub-chairs to plan their report and tie it in with the other presentations. It also alerts new members who are attending your meeting to the possibilities for serving as a sub-chair. It is always a good idea to put your event's date on the top of the agenda and to indicate how many days remain between the meeting date and the event. This is one effective way of stressing to members that time is running out and that necessary tasks have to be completed quickly.

Lastly, do not forget to follow up the sub-chair's reports before the next meeting. Do not simply wait until the next meeting to ask a sub-chair how he is doing. In the day or so before the next scheduled meeting, you and your co-chair should contact each one of the sub-chairs to obtain an interim progress report. During that contact, you can tell the sub-chair to stress various portions of their report at the meeting and to de-emphasize others. Making these pre-meeting contacts gives you a much better feel for the overall scope of the project and frees you at the meeting to listen more intently to what the members have to say. It also emphasizes to each sub-chair that you are on top of the event and that you expect them to discharge their responsibilities. Lastly, constant contacts of this nature insure that you and your co-chair have a firm grasp on the overall developing picture. In this way, if problems do develop, you will be in a position to assess their significance and search for solutions at the weekly meetings.

DEFINE SUB-CHAIR RESPONSIBILITIES

One of the most difficult problems plaguing an event in its later stages is the fact that subchair responsibilities begin to overlap. Your leadership at this point is very important. Only the two co-chairs can effectively set the boundaries of each sub-chair's responsibilities. Be prepared to resolve disputes between sub-chairs about their tasks. Obviously, this can be done in a very non-aggressive and friendly manner. Keep in mind that such disputes and problems are always going to result when numerous people are working on different parts of a project. Be alert to any developing problems and be ready to define responsibilities as soon as the problem surfaces.

PROGRESSIVE DELEGATION OF RESPONSIBILITY

As an event nears, many of us have heard a co-chair to exclaim that, "It's out of my hands". Usually, this is an expression of both frustration and relief. By the time the event nears, your sub-chairs should be fully prepared to execute their tasks. If things go smoothly, this will mean that you will have fewer and fewer things to do yourself and more and more last minute decisions to

make. The fear and panic that accompany this fact are natural. The best way to deal with this fear is to remind yourselves that you have carefully selected the subchairs to accomplish their responsibilities. If everyone has done their job, the event will proceed as planned. Don't worry about whether your sub-chairs will do their job; if you've picked the right people, the jobs will get done.

It is also important for you to recognize that you cannot do the job yourself. You should resist the temptation to take on any new tasks as the event nears. By this time, the Club should be supporting you with both its attention and its manpower. If new tasks arise, delegate these tasks to new individuals. Keep in mind that your first priority is to insure the smooth running of the event. This means that you will have to keep yourselves available to observe problems and make decisions during the event. You cannot use your valuable time in the few hours before the event running down loose ends. Delegate these tasks to people you can trust.

HOW TO HANDLE CONFLICTS

Occasionally it happens that a personality conflict develops between two of your sub-chairs. If this occurs, you should make a special note of it. If the problem appears to be affecting the performance of the two sub-chairs, you must take steps to end it. Keep in mind that your obligation to the Club as a whole requires you to take the steps necessary to insure the success of your project. If personal disagreements appear to be affecting the project, you must act.

Generally speaking, it will be enough for you to discuss your concern with each of the people in private. If this fails, do not hesitate to enlist the assistance of your Board advisor.

SUB-CHAIR RECOGNITION

As we have noted several times, the success of the larger projects depends upon the willing and active cooperation of numerous sub-chairs. Never lose sight of this fact. Whenever you can, identify the work of a particular sub-chair and publicly recognize their contribution. Occasions for this kind of sub-chair recognition occur during your announcements at a regular meeting and Board meeting. It is easy to recognize a sub-chair's responsibilities in a couple of sentences just prior to calling for their report at a weekly project meeting.

Another issue that deserves some consideration is the practice of providing sub-chairs with some souvenir of the event. This is usually unnecessary. Remember that sub-chairs are working for the good of the Club and the project. These individuals have not "signed on" in the expectation of receiving a gift. Generally speaking, you should avoid providing sub-chairs with unnecessary benefits unless there is some special reason. Obviously, the more you spend on such benefits, the less will be available to be distributed to the Club's benevolent fund at the conclusion of your project.

Another aspect of sub-chair recognition is the tradition of presenting each sub-chair with an award on "Thank You" Day. Again, it is not necessary for you to spend large amounts of money on these awards. Some of the most effective "awards" to sub-chairs have been personally signed certificates or photographs of the whole project committee. With a little bit of creative thought, you and your co-chair should be able to come up with an award which will be inexpensive but at the same time will provide your sub-chairs with a lasting memory of the project.

YOUR ROLE IN OBTAINING MANPOWER AND SELLING TICKETS

Many co-chairs are tempted to turn the task of encouraging manpower sign-ups and ticket sales over to their respective sub-chairs. This is generally a mistake. The Club views the project co-chairs as the people who are most intensely interested in the success of the event. If you and your co-chair do not stand behind the manpower requests and pleas for ticket sales, the club will not believe that these announcements are important. Creating such attitudes can be disastrous. You and your co-chair should stand with your manpower/ticket sub-chairs as they make their announcements and then you should sum up the critical need for manpower/ticket sales as soon as the sub-chair announcement is concluded. If you fail to personally ask for this help, you take the risk that the Club will assume that your need is not so urgent.

AVOIDING THE "DAY BEFORE" BLUES

Many project co-chairs find themselves nervous and depressed on the eve of their event. This is natural. You must find the strength to fight off any feelings of impending doom. Keep in mind that "the club always comes through." Most importantly, remember that the people working on the last-minute tasks and the people attending the event are watching you. If you display excessive concern and worry, you will affect their morale. In short, even though you feel nervous, keep this inside. As a rule, Club projects turn out much better than their co-chairs anticipate in the last few hours before the event. Keep your chin up and avoid the temptation to look back. Everything is done and little can be changed in the last hour.

THE SUCCESSFUL SET-UP

Many of the larger events require some kind of set-up. If your event requires this, you should have thoroughly discussed your expectations for set-up with your sub-chairs at one of their weekly meetings. Again, your role at the set-up is generally passive. You should not plan on setting up the bleachers or swinging a hammer. Instead, your role is to visit each of the sub-chairs in turn, encouraging them, praising their efforts, and finding solutions for the problems that will inevitably arise. Keep yourself available for this task. Your ability to make these decisions is one of the primary reasons you were chosen as the co-chair for the project. Let the sub-chairs do their work of setting up the event and confine yourself to boosting morale and making decisions.

D-DAY

We have already briefly touched on your role the day of the event. Keep yourselves available. Although there is a temptation to sit back and watch the event flow past, you must guard against this result. Instead, roam around the event prepared to answer questions and resolve any smaller problems that happen to arise. It is very important for you to look confident and self-assured.

Be sure to enjoy your event. By this time, you will have a good idea why major event co-chairs seldom ever have the opportunity to co-chair such an event on more than one occasion. Simply stated, none of us can generally afford to expend the time and energy to run a major project more than once. This is your event, and it will probably be the only one you will ever co-chair. Enjoy the experience.

PREPARING THE FINAL BUDGET

Section I stressed how very important it is for you and your co-chair to promptly wrap up the financial affairs of your project and submit a final budget to the Board of Directors. Obviously, this step is even more important where a major project is involved. Get together with your treasurer as soon as possible after the event and stress to him/her how important it will be to prepare a prompt, accurate accounting.

Your final budget to the Board of Directors should incorporate your proposed budget and show variances between the actual and proposed budget in each category of income and expense. This will provide the Board of Directors with information about current trends and will provide future Boards of Directors with data for evaluating future budgets.

All items showing significant variance from your proposed budget should be explained in writing. Once again, be prepared to answer any questions the Board of Directors may have. At the time of your appearance at the Board, you should bring with you receipts for the various expenses which enable you to furnish a detailed explanation if that is requested. It is also a good idea to have your treasurer appear with you before the Board to assist you in your presentation.

OBTAINING SUB-CHAIR REPORTS

We have previously discussed how important it is to obtain reports from your sub-chairs. This need is even more important in the case of a major project. All too frequently, the rapid turnover in Club membership results in a lack of communication between new sub-chairs and the preceding sub-chairs. Because of this, the new sub-chairs often find themselves "reinventing the wheel". Much of the energy expended by the new sub-chairs would have been unnecessary if they had reviewed an informative report from their predecessors.

There is a natural temptation on the part of project co-chairs to avoid asking their sub-chairs to do anything further. You must fight this temptation. Keep in mind that, when you first met with

your sub-chairs prior to kicking off the event, you explained to them that one of their last duties would be to prepare a final report. Remind each sub-chair that they agreed to do this. You should also stress the reasons for the final report; it is not simply to assist you in preparing your final report. Instead, it is the best way to provide guidance to future project sub-chairs.

PREPARING YOUR FINAL REPORT

The last difficult task you must face is the preparation of your final report. Generally, you can follow the guidelines set forth under Section I. Your final report should supplement these basic details by adding the names of all sub-chairs, all new members who assisted sub-chairs, your original timetable, and any difficulties you faced in conforming to it, all problems you encountered in preparing a budget, any input you might have concerning ticket prices and/or sales, a discussion of the desirability of selling souvenirs/raffle tickets, the amount of manpower consumed by the event, and any other problems you encountered putting on the event. This report should be personally delivered to the Club President and you should stand ready to respond to any inquiries he might have after reading it. In addition, a second copy of the report should be delivered to the designated Awards Committee Chair for inclusion with the next National Awards packet.

NOMINATING YOUR SUCCESSORS

After the conclusion of your project, the incoming Club President will probably want to meet with you to discuss your potential successors. As you go through the project process, you should keep in mind the names of possible nominees to fill your shoes. Individuals who demonstrate an overall knowledge of the project and appropriate leadership abilities should be considered. Communicate these names to the incoming President and provide him/her with your opinions about each individual. Once the new Board is elected, you should expect to receive additional inquiries from many of them. Remember, you and your co-chair are in the best position to evaluate and propose people to fill your shoes. Do not be hesitate about voicing opinions in this area in a discrete fashion.

MEET WITH NEW SUB-CHAIRS

Once your successors have been appointed, you should contact them and offer to meet with them to discuss the event. Naturally, allow the new co-chairs to set up a meeting and do everything in your power to both attend and provide all the information at your command. You should be prepared to furnish these individuals with a copy of your preliminary budget, your final budget, and your final report. Above all, it is important to pass along to the new co-chairs any practical tips you might have about the project. It is also important to communicate to the new co-chairs the satisfaction you derived from working on the event and the sense of pride and accomplishment you now feel. Be a source of encouragement and let new co-chairs know you are ready to provide them with any assistance, advice or encouragement they may require.

WELL DONE

Now that all your tasks are completed, you can sit back secure in the knowledge that you have made a major contribution to Active 20-30. When we apply for membership in Active 20-30, we will usually voice the hope that our participation will serve to better the welfare of the children. By co-chairing one of the Club's major projects, you join the ranks of those members who have made the greatest contributions. During the course of your event, you and your co-chair have individually enabled the Club to serve children in a very important way. This is an accomplishment to be proud of and to remember for the rest of your life. Congratulations!

PROGRAM CHAIR

The duties of the club program chair are ably set forth in one of the other sections of this manual as well as in the "Program Suggestions" included in this manual. This, then is a brief outline of the essentials that go into building a better Active 20-30 Club from the foundation of club programs.

- I. Interesting and educational club programs build the organization:
 - A. In interest and attendance of club members
 - B. In bringing new members into the organization
 - C. In permitting expression of talent and personalities of the individual member.
 - D. In identifying the club with community elements.

- II. Responsibility of the Program Chair
 - A. Visualize
 - (1) Learn the type of programs that best interest and meet the needs of your membership;
 - (2) Choose material and topics of current interest;
 - (3) Variety spices a program and sustains interest;
 - (4) Conceive novel ways and methods of presenting programs;
 - (5) Consider seating arrangements and atmosphere with an eye to each particular type of program.
 - B. Organize
 - (1) Adopt some sort of blanket sheet calendar and make open dates readily conspicuous;
 - (2) Assign each member to one meeting and make them responsible for the program element;
 - (3) See that all speakers and entertainment are contacted by the member in the club best qualified to do so;
 - (4) Line up programs as far in advance as possible and keep a file of available speakers and programs.
 - C. Supervise
 - (1) Contact the chair for the day before the meeting and see that the program is all arranged;
 - (2) Investigate all program expenses and curtail unnecessary expenses;
 - (3) Give the officers and president a comprehensive picture of future programs;
 - (4) Tie programs in with club projects whenever possible.

- III. Going after programs:
- A. Selecting the program
 - (1) Group Singing;
 - (2) Birthday, craft or Active 20-30 educational talk;
 - (3) Ten minute entertainment-variety;
 - (4) Principal element (speaker, lecturer, film, etc.)
 - B. Source of principal element of program
 - (1) Newspaper publicity;
 - (2) Contacts or publicity notices from other organizations;
 - (3) Speakers bureaus of Chamber of Commerce, YMCA, colleges, etc.
 - (4) Public relations departments of large corporations.
 - C. Contacting speakers
 - (1) Personal visit, letter or phone call (listed in the order of preference) by the chairman of the day.
 - (2) Make certain that the speaker understands:
 - (a) The fundamental objectives of Active 20-30
 - (b) The age group
 - (c) Whether the topic is specified or left to the discretion of the speaker.
 - (d) Time allotted.
 - (e) Date, time and place.
 - (f) Chair's name and phone number and president's name
 - (g) Transportation available if necessary.
 - (3) ALWAYS SEND A LETTER OF CONFORMATION!

ADVANCE PLANNING IS NECESSARY!!!

The program chair cannot conjure up a good program if they start planning the day before, or even a couple of days before the meeting. The chair of any committee requires a lot of work, but there is so much importance placed on successful and interesting meetings that the program chair is the biggest responsibility of all. However, by planning several weeks or even months in advance and by giving the members of the committee specific jobs to perform, the work becomes so much easier that it almost becomes enjoyable.

PROGRAM SUGGESTIONS

Because of the great number of Active 20-30 Clubs and the many different types of communities they represent, it is not possible to set down a typical program schedule which all clubs could follow throughout the year. Therefore, we have attempted to offer hints and suggestions on possible programs which an Active 20-30 Club might use to plan its own program based on the assets of its community.

PROGRAM SOURCES

Speakers: State, county and city governmental officers and agencies. Public schools, colleges, libraries, museums, trade schools. Publishers, printers, ministers, doctors, lawyers. Business firms, industries, telephone companies, other utilities. Veterans` organizations, lodges, other civic and service groups, chamber of Commerce, Coaches, gold pros, sportsmen, Scout Executives, YMCA officials, athletes. Service men and women, members of staffs of neighboring army or air bases, naval installations. Travelers, judges, Fire and game wardens, police departments, fingerprint and handwriting experts. Old time residents, successful businessmen, farmers, hobbyists. Radio or television personalities, chemists, assayers, engineers. MEMBERS OF THE CLUB -- their experiences, business or work, hobbies. Watch programs of other clubs in town. Skim through the city directory for prospects.

Music and Entertainment: High school debaters, singing groups, orchestras, musicians (college level, too). Music or dancing instructors' recitals, organists, pianists. Group singing in you own club with song sheets and advanced planning. Talent is lurking among the membership -- musicians, linguists, dialogues -- every Active 20-30 Club has at least one comedian! Club quartets -- how do you know you don't have one? Musicians' Union, Magicians' Union, booking agents...are good bets.

SPECIAL OCCASIONS

Anniversaries: Birthday of Active 20-30. Anniversary of your own charter presentation. Installations of officers. Bosses, ladies and old-timers nights. Annual smoker, officer visitations, Farther's Day, Mother's Day. National holidays.

National Weeks: Boys and Girls Weeks; Clean-up, Paint-up, Fix-up Week; Safety Week; Fire prevention Week; National "Employ the Physically Handicapped" Week; Education Week; National Pickle Week.

Other Occasions: Inter-club visitations are always a good bet. Also plan a "field trip" -- a visit to the local jail, newspaper plant, brewery, bakery, or major industry. Trip can be taken to a national monument or other historical points of interest within reach. Then, too, you will want to allow

time at meetings for nominations and elections, instruction of delegates to conventions, and hearing their reports after their return.

Films: Films may be obtained for meetings from various sources. In some cases the equipment (projector, screen) are furnished. High Schools will usually rent such equipment. Usually your own local distributor will give you information on films his company will show you. Car companies, distillers, state departments and bureaus, colleges and institutions are good bets, too.

Your Own Members: Many interesting programs can be arranged through participation of the club members. There may be hidden among the membership.

Guest Speakers: The previous page lists a number of sources for obtaining speakers. The club may not want a speaker at every meeting, but when it does have one it wants a speaker who is entertaining, outstanding or otherwise worthwhile. On the other hand, don't expect a speaker to be at their best when the program chair asks them to speak a couple days before the meeting. Give them a few weeks (two, at least) notice -- plan the program months in advance! Alternate speakers with entertainment programs, club participation gimmicks, movies, business meetings, etc.

Novelties: Nothing can be done well without preparation. That's why we say, "Plan your program several months in advance." As a change of pace, an occasional novelty program can be worked in. These may sound corny, but it will be surprising how the ridiculous will work for the club in building good fellowship.

Arrange with the restaurant to have the meal served in reverse -- dessert first and soup last. Do everything in reverse. For example, the president may pay a couple of members money instead of fining them. The secretary might read the minutes of a meeting five years ago. Guests present might be primed in advance to call on the newest members of the club to walk around the room and name all the members. You may be able to think of lots more "wrong way" gags.

JUST WHAT EXACTLY IS "PUBLIC RELATIONS"

If you were to ask that question of a great many people, the answer would probably be. "Oh, that's a high sounding term for publicity".

We hear a lot about public relations in our age of mass communications. While it too frequently appears as an offshoot of Madison Avenue, its function and approach are quite different.

The word relations is the key. A relationship infers a two-way street with give and take between two parties. In contrast, publicity is a one way street with the sole objective being public recognition.

A publicity effort may or may not improve ones relationship with someone else. It has been described as "amoral noise making". It is aggressive and given some limited aims it can be highly successful.

Naturally, a committee on public relations is going to publicize the name of Active 20-30, it's goals and objectives. But that's only part of it's duties. Too many programs concentrate on making things LOOK good instead of actually MAKING them good.

A true public relations program does not confine itself to pamphlets and news releases which merely proclaim the ideals of community service. You don't develop a talking public relations program. It must be a program of action and not just a screen covering up a lack of actions or narrow designs.

Thus, the duty of an Active 20-30 committee on public relations is not only to see that the public image of Active 20-30 is kept free of smudges and that it's affairs are duly publicized, but to inject Active 20-30 into the public itself -- to make sure that projects actually improve the community and are not just sounding boards to gain publicity.

All too frequently in Active 20-30 Clubs there's a personal problem of attracting and holding members, or fund-raising projects consistently fail to meet quotas, or programs in community service meet with public and official indifference.

Failure in many cases can be attributed directly to the fact that the club has not been fully accepted by individuals and other groups as one dedicated to the public interests, capable of leadership in the task of building a better community, identified with worthwhile, interesting, successful undertakings.

Community acceptance or rejection of the club and it's purpose is a by-product of the innumerable and complex relations individual members and your officers and committee chairs have with others in your community. These public relations exist whether your club

is aware of them or attempts to do anything about them. Every casual remark of a member, every meeting, service project, telephone call, news story -- literally everything that identifies or interprets the purpose and work of your club affects the impression others have of it.

The development and maintenance of good public relations should not be left to chance, or to an occasional news release or publicity stunt. There should be a deliberate, continuing effort to use all official and unofficial contacts to demonstrate the worthiness of your group.

Such an effort should be intensive, including measures such as educating members in their public relations responsibilities, choosing officers and committee chairs for their public relations effectiveness, presenting meeting features and special events for their public relations aspects of all community activities, and planning, correlating and carrying out extensive publicity programs.

1. MEMBERS AND PUBLIC RELATIONS

Members can be most effective public relations agents. An important aspect of any effort to achieve wider community acceptance should therefore be measured to give both old and new members a knowledge and appreciation of the history, ideals and purposes of Active 20-30, a pride in its achievements, an enthusiasm for its programs, and an awareness of their responsibility to take every opportunity to present their club in a favorable light.

Such an indoctrination effort should be a part of every new member assimilation program and should be repeated at regular club education meetings.

2. OFFICERS AND PUBLIC RELATIONS

The officers and committee chairs are the representatives of the club in the community. Not only in their official duties, but in every public affair in which they participate as individuals, and in many of their business and social activities, whether they wish it or not, they are identified with the club. Whatever they say, how they say it, and how they act influence tremendously the public's opinion of the group. Certainly, therefore, high among their leadership qualifications should be their ability to get along with others, and their effectiveness in interpreting your organization.

These few of the many official activities of officers and committee heads suggest the important public relations responsibilities they must assume: formulating and announcing matters of organization policy, serving as your representative on community councils, corresponding with individuals and groups in the community,

presiding at meetings at which other community leaders are present, directing campaigns for members or funds, seeking the cooperation of municipal officials and the heads of agencies or other groups.

3. MEETING ACTIVITIES AND PUBLIC RELATIONS

Regular meetings make important direct and indirect contributions to better relations with the community. Invite community leaders and groups to meetings that have particularly worthwhile features, or to those that are devoted to a discussion of your service activities. These influential individuals will communicate to others their attitudes toward your group. Ask municipal officials and other key citizens to talk to the club, participate on panel discussions of local problems, and help in discovering ways by which the club can contribute to their solution.

4. COMMUNITY ACTIVITIES AND PUBLIC RELATIONS

Good public relations depend not only on solid achievement in meeting community needs but also on the methods and procedures by which these achievements are realized.

Appraise your programs carefully. Before undertaking a project, does the club consult public and private agencies or other volunteer groups with a traditional interest in the field? Does the club publicize objectives that frequently aren't attained? Are the projects of a spectacular, one-shot type with little or no follow up? Are the officers and committee chairs careful about according full recognition to individuals and other groups who contribute to the club's success? Are the club's events and promotion measures always in good taste?

Actually, public relations is the key to practically every problem a club may have, whether it be project activities, club organization, member recruitment or maintenance, expansion, etc. So does the club members sit around and moan? Or try to do something about any troubles? Here are some suggestions -- the rest is up to the CLUB!

IF YOUR PUBLIC RELATIONS AREN'T GOOD....

Schedule a public relations clinic meeting at which members tell of the attitudes of their friends and associates toward Active 30-30. Help officers and committee chairs discover areas in which public relations are weak.

Hold post-mortem on projects to discover any procedures that might have undesirable public relations effects. The experience of canvassers, for example, in their face-to-face contact with many in the community, is invaluable in determining how the public is reacting.

Try to find answers to questions such as these: Are members really sold on the activities in which they are engaged? Do the membership and fund-raising committees take full advantage of their opportunities to tell the public about the club? Are the achievements of individuals and committees given effective publicity?

IF THEY COULD STAND SOME IMPROVEMENT...

Try out some of these things:

1. See that all the members are encouraged to take an active part, not only in working on projects, but in all discussions. A member who feels they are a vital part of the club will not only work harder, but won't allow it to be "debunked" by anyone.
2. Display the Active 20-30 emblem at all times, particularly at the scene of work projects. Let your community know when Active 20-30 is working!
3. Cooperate with other service clubs in the community. Have the club president contact the presidents or secretaries of these clubs and arrange for exchange speakers and meetings and cooperation on community service projects.
4. Cooperate with other established organizations in the community: United Way, Charity Foundations, Heart Association, Boy Scouts, Girl Scouts, etc.
5. See that the club is represented in every worthwhile civic project or conference.
6. Run the meeting with compete efficiency, with a planned agenda, and the best speaker or program possible. Keep horseplay at a minimum. Give guests the impression that the club is a sincere, devoted group.
7. Plan your projects carefully. Undertake only the kind which will be a definite value to the community. Remember, it's far better to plug along at good, solid beneficial programs than to "bite off more than you can chew" and have it fail dismally. There's such a thing as being too ambitious -- keep the membership and circumstances in mind when the club plans.
8. Keep the social functions on a high level. Prestige can be lost through long hours of good honest toil by throwing a fund raiser and/or party that gets out of control.
9. Appoint a speakers committee of members with speaking ability and experience in handling an audience to present Active 20-30 to the public. Offer the services of the committee to civic and service clubs, the PTA, religious groups, and to schools and colleges. It's been the experience of other clubs that have tried sponsoring such committees that the demand for speakers greatly exceeds the supply.
10. Of course, keep up the publicity. Make the community Active 20-30 minded!

THE VALUE OF A PLANNED PUBLICITY PROGRAM

Publicity is sometimes a lot like the weather -- everybody talks about it, but nobody does anything about it. Is that the case? If so, let's examine this publicity business and see if there isn't some action we can take.

There should be no reason to point out the value of publicity, so we can start right off by listing the methods available for gaining this publicity. They are:

1. Local and metropolitan newspapers
2. National Newsletter
3. Club Newsletters
4. Emblems, road signs, etc.
5. Radio and TV broadcasts

All of these media are at the disposal of every club. Each club probably uses one or more of them and many clubs utilize all these methods. However, the maximum advantages are not always recognized nor taken of any one method by the majority of the clubs.

An honest-to-goodness planned publicity campaign should include: regular newspaper notices and articles; complete account of club activities in the National Newsletter; the maximum use of Active 20-30 name badges and emblems at all meetings; auto decals; adequate and strategic location of Active 20-30 road signs; regular club newsletters; use of stationary with the name and emblem of Active 20-30 on it, and spot announcements or public service programs on radio and television stations.

Each of these things has a definite purpose and value. If a club lacks any of these, the reasons should be determined and efforts directed toward including all these points on the publicity program.`

Newspaper notices and articles constitute one of the best means of publicity. Local editors are usually happy to cooperate, and in the smaller cities and towns there is no limit to this field.

Club newsletters have been a strong factor in building up Active 20-30 Clubs. It is difficult for some to appreciate the part newsletters play in stimulating discussion and comment within the cub.

Newsletters should always be sent to other clubs, National Officers, and the National Office. This keeps the name and activities of the club before the other clubs and is a means of exchanging ideas.

The history of Active 20-30 reveals that interest has suffered in clubs where weekly newsletters have been discontinued. On the other hand, a club that publishes a newsletter periodically is usually a strong, solid group. Newsletters are a tremendous asset and a means of favorable publicity.

As time goes on, the prominent recognition and good work achieved by Active 20-30 Club should never be allowed to be lost to the club or community because of a breakdown in the publicity department. Like the old joke that ends, "But what have you done for me lately?," a club cannot afford to relax its efforts in spreading the good word of Active 20-30 far and wide.

While we can't do much about the weather, we certainly can do something about publicity. Let them hear from the club!

THE CARE AND FEEDING OF NEWSPAPER EDITORS...

Newspaper editors are funny people. All of them have their pet ways of doing things and trying to generalize about them is a difficult task.

Make a personal call upon the local managing or city editor, introduce yourself and ask their cooperation. Find out from them how they want material submitted and to whom, and what the deadlines are.

To find out what the paper thinks is news, read it. It might be a good idea to ask if the paper prefers only news of major club projects, or reports of each meeting, or both. Remember...to be newsworthy, it must be new. Get the story in as soon as possible. And most important of all--get every name in the story.

If the club really wants to get into this publicity business with both feet, try these advance practices:

Use a distinctive and striking format or stationery for releases that will attract the editor's attention...a summary sentence at the top of the copy always helps. Show a specific release date and time...submit addresses of persons to contact, day or night, for further information about the content of the release...and make sure the copy is newsworthy, diverting or informative to the editor's readers.

In any event, there is no better way to impress the paper's brass than to turn in a story prepared the way the pros might do it. Here's how: Type it double spaced on only one side of 8-1/2 x 11" paper. Leave ample (1") margins on both right and left sides of the sheet. At the upper right, type "Active 20-30", name, address and phone number. Start the article several spaces down.

Editors themselves make these suggestions: Don't overdo a story in your enthusiasm to get it printed; just present the facts and let the paper decide on the value of the release...try to choose a story with real reader interest...address the editor by name, but be sure it's correct. Maintain personal contacts with as many media people as possible.

Whenever the club has special functions -- a particularly interesting program, an entertainment or fund-raising event -- send tickets to the press with a note of invitation several days in advance. The day before the event, send another announcement and invitation.

To maintain favorable relations with the press, do not use pressure to get a story into the paper. Reporters are good judges of new values.

What about pictures? The publicity committee might call attention to the opportunities for news pictures that are always available at the Active 20-30 functions. If the paper can't send a staff photographer, perhaps a member can take acceptable pictures or the club might engage a commercial photographer. Have glossy prints in the hand of the editor well before the deadline.

NOW -- what to do about unfavorable publicity? It does happen. But that doesn't mean the club should rush into print with furious denials, which would only add to the danger. When a denial or a correction is necessary, it should be courteous and good humored. If a reporter misinterprets the facts, find out the cause of the misunderstanding and suggest a new angle for a second story in which the facts can be correctly presented.

Usually it is the little things that count. If a reporter or a photographer does a good job, let them know the club is aware of it. A letter or phone call to the editor may do much to show your group's appreciation. Some organizations annually give a dinner for the press, radio and television leaders as recognition of their contributions to community betterment.

YOUR EMBLEM -- SHOW IT OFF!

One of the best ways to keep "Active 20-30" before the public is to display the emblem at every opportunity at all fairs, festivals or parades. Make it as well known a symbol in the community as the stop sign on the corner.

The most common method, of course, is through members lapel pins. Slapping a small fine on any member who appears in public without his pin encourages participation.

See that Active 20-30 appears on road signs. Encourage members to equip their cars with Active 20-30 and windshield decals.

Above all, make certain that the club name appears on large signs at every work project. Make your community aware that Active 20-30 is a service club. Deck out members in shirts and jackets proclaiming Active 20-30 membership.

REQUIREMENTS-NATIONAL NEWSLETTER-"THE ACTIVE TWENTY THIRTIAN"

DEADLINES: Pictures and articles should be submitted as soon following an event as possible so that they will remain timely. We will accept material at any time.

PICTURES: Should be glossy black and white prints. Color prints (NOT slides) will be accepted, but reproduction is poor due to the nature of the film. All prints should be as large as possible.

ARTICLES: Preferably typewritten, double-spaced, and on one side of the sheet. Please put correspondent's name on all material submitted. We welcome viewpoints from all members.

SUBJECT MATTER: First priority is given pictures and articles illustrating and explaining worthwhile club projects or unusual undertakings. Please include names of committee chairmen. While on this subject, names make news...especially if the names are of members who have recently gained some honor or distinction in the community, or in the business or professional world. Send in the details. Although the club may carry out only "standard" projects, perhaps the new angle or twist that is given them may be interesting to other members. We are always anxious to do feature stories on clubs that have served their communities in some special way. A few quotes from the mayor or other official about your projects will serve as a good basis for a story. If there is no one in the club to write it up, send along the details and we'll do the job.

Please don't send us pictures or articles on raffles. Also, news about dances, stags, parties, etc., is usually of interest only to those concerned. Give us material that is different, timely, recent and attention-compelling. Pictures and articles on club installations and new officers will usually not be used since every club holds one or more elections each year. We will, however, use material which has a unique angle, such as a father, a past president of a club installing their own son, etc.

Remember that Active 20-30 is an organization of great prestige, and we want our newsletter/magazine to reflect it. The newsletter is sent to many non-members and is also used considerably in expansion activities. The club can help by following the simple rules stated above. As with all publications of this type, the editors reserve the right to accept or reject material.

SELLING EDUCATION

To LOOK is one thing
To SEE what you look at is another
To UNDERSTAND what you see is a third
To LEARN from what you understand is still something else
But to ACT on what you learn is what really matters, isn't it?

WHY EDUCATION

The value of education in every field of human activity has proved its worth beyond any shadow of a doubt. No one can long succeed in this busy work-a-day world without a practical knowledge of their particular activity. From the most highly trained scientist to the lowest manual laborer, the person who knows that most about their job, and does the most with what they know, is the person who will succeed.

Even in a recreational way, people enjoy an activity in direct relations to the knowledge they have of the hobby, game or sport. Stamp collecting would be a bore to a person not conversant with the history and romance of the stamps they were collecting. A person who knows nothing of chess would find the manipulation of sixteen pawns and pieces confusing. Bowling isn't very interesting to a person who doesn't understand the value of a strike.

If, in order to get the most out of either work or play, people must know the WHY, WHEN and HOW, then it must logically follow that people must know the WHY, WHEN and HOW of Active 20-30 in order to get the most out of IT.

HOW IS MOST ACTIVE 20-30 EDUCATION NOW ADMINISTERED?

Too often, in too many clubs, members are denied the full enjoyment of their Active 20-30 Club because they are not familiar with the history of their organization, with its enviable aims, with its idealistic ambitions, with its actual mode of operation. Every day a scene similar to this is being enacted:

A potential Active Twenty-Thirtian is invited to a meeting by an older member. Being familiar with Active 20-30 themselves, the older member assumes that the candidate is also familiar with Active 20-30, and answers any inquiries in the briefest form. "Yes," they say, "Active 20-30 is an organization similar to Rotary, Kiwanis, or Lions. We do a lot of good for the community, and we have a lot of fun. The people in it are great. It won't cost you much to join and the dues are affordable." So, the potential member, meeting the members, likes what they see and joins. And the Active 20-30 education has been completed!

We wouldn't take a new person into a factory, show them a complicated machine, tell them what its purpose was, and then leave them to their own resource.

We wouldn't take a novice to the bridge table, hand them a deck of cards, tell them the purpose of the game was to score the most points, and then leave them to fathom the rest for themselves!

We wouldn't take a freshman on a football field, hand them a ball, tell them the purpose of the game was to score the most points, and then leave them to fathom the rest for themselves!

No, in each of the above instances we would initiate a definite training program to assure the club that the new member would know, would be ready, and would be qualified. The club can do no less for the new member!

WHAT METHOD SHALL BE EMPLOYED TO EDUCATE THE MEMBERS?

Many clubs employ very elaborate plan in educating their new as well as their old members. The majority of these plans have been carefully studied and their best points have been condensed into the following program:

A. Sell the value of education to the club itself.

No club objective can be gained unless the club as a whole is behind the movement. The objective of a club education program is no exception to this rule. Therefore, a plan to sell education to the club must first be devised.

One method that has proven successful in accomplishing this aim is to devote the program period of two meetings to education. The first week a speaker should talk on the value of education to the club. The next week a quiz program, with questions based on Active 20-30, may be conducted. After these two programs the club should be convinced of the value of education, should be acquainted with the club's lack of knowledge, and should be inspired to want to correct this deficiency.

B. Make sure that these good intentions are not forgotten.

While the club is enthusiastic with the idea of education, it is the proper time to set up the necessary mechanics to assure the continuation of the education program. To accomplish this, it is suggested that legislation be passed to make the club's bylaws provide for two requirements:

1. No person shall be admitted to full and complete membership until he has passed the requirements of the club education committee, and

2. That no member shall be elected to an office in the club until they have passed requirements of the same committee.

Not only will the first provision guarantee that all new members will receive proper education in the history, objectives and operations of Active 20-30, but it will also add prestige to the club. It is human nature to appreciate what we must work for, and to belittle what is given us. A membership that must be worked for becomes more valuable than one that is merely given upon the payment of initiation fees.

The second provision will entice the majority of the older members to attend your education forum, since most members are ambitious to become club officers. It is submitted that this provision is just, for certainly club officers should be familiar with all phases of Active 20-30!

C. Let the education committee determine what ground it will cover.

At best, no education program can teach all that should be known about Active 20-30. A plan devised to cover the major features of Active 20-30 -- and at the same time instill sufficient interest in the candidate to encourage their study of the finer details -- will prove the most satisfactory. It is suggested that the education plan cover the following points:

1. The history and functions of Active 20-30;
2. The history and functions of the local club;
3. General inspirational information.

After the major points of the program have been determined, it is necessary to select the important details explaining these points. These details should be selected with a view toward:

1. Giving an inspiring picture of the history;
2. Disclosing the prime personalities, both past and present, of Active 20-30;
3. Revealing the functions of the various offices;
4. Presenting impressively the aims and objectives of Active 20-30;
5. Showing the new member their responsibilities to, and rewards from Active 20-30.

May the point again be emphasized that is impossible to cover every detail. Such an attempt would prove complicated for the committee and uninteresting for the new member. Instead, strive toward giving basic information that will satisfy all the candidates and inspire them to further study.

D. **Let the education committee determine its procedure.**

The following plan has been tested and is offered for your consideration. Many clubs may find certain revisions beneficial. Find a plan that will work for the club and go ahead. May the following serve as a basis for some constructive thinking and action.

Have the education committee announce the beginning of an education forum at least two weeks in advance. The forum is to be conducted one night a week for three weeks.

At the first session, the following points should be covered:

1. Each person present should be given the National Constitution;
2. Each person should be given a list of the questions used in the examination.

Educators agree that obtaining definite knowledge is simplified by giving specific information, at the very beginning, of what must be learned. Since it is not the aim of the association to prevent a person from becoming a member but, instead, to assure them of becoming a good member. Therefore, give out the questions with the admonition that some, and possibly all, of the questions will be asked. Most candidates will thoroughly master the answers to all the questions. The important point is to be sure that the questions cover the important phases of Active 20-30.

It is suggested that a list of about 100 questions be prepared from readily available material - the Constitution and Bylaws, histories, other educational pamphlets issued by the National organization, etc. Divide the questions into three parts: National, the Club, and general information.

Each question should be so stated that a single word or name will usually suffice as an answer. This is done to remove any doubts about the correctness of the answer and to simplify the system of grading papers.

3. The purpose of the forums and the method which will be followed should be covered in a brief talk by a member of the education committee.

An announcement should be made giving (a) the reason and need for education; (b) the place, date and time of the next two forums; (c) an acknowledgement that all the information is not covered in these meetings, but that each candidate must do a certain amount of research; (d) the minimum score necessary to pass the examination; (e) a warning that no one will be admitted to actual membership until they have passed this course; failing in this attempt, they will be given a second chance, and failing this, his application will be rejected.

4. A well-prepared paper on the history and functions of Active 20-30 should be given. The tendency to give only the answers to the questions that appear on the list should be avoided. While the paper may contain the answers, its major aim should be to give a graphic and interesting account.
5. An open discussion on the various phases of the evening's forum should be held.

At the second session, the following points should be covered.

1. A brief review of the proceedings of the previous forum;
2. A presentation of a paper on the history and functions of the local club. Care should again be taken to avoid a stereotyped talk;
3. An open discussion on all points covered up to this time;
4. Announce of the place, date and time of the final forum.

At the third session, the examination is given in written form. Each candidate is given a prepared list of the questions, with space provided at the end of each question for their answer. This paper, with their signature, can be turned over to the secretary and becomes a part of their permanent records.

To complete the program, the questionnaires should be graded and the names of those who have passed should be announced at the next meeting.

GENERAL SUGGESTIONS

Whenever possible, clubs should hold initiation services for the new members.

Many clubs do not give the new member lapel pin until the night of their initiation, when an impressive ceremony can be arranged.

At frequent intervals during the program period the regular meeting can be turned over to the education committee for a quiz program.

In many clubs, one member each week is assigned a two-minute talk on an important phase of Active 20-30.

Above all else, education must be a continuous job. Education forums must be scheduled with regularity as well as general quiz program. Make good use of the time of your district officers during their visitations. The education task is never completed!

EDITING CLUB NEWSLETTERS

Newsletters are a regular program with a lot Active 20-30 Clubs, and are not only popular with members, but can actually be the backbone of the club. A precise and neat "newsletter" on a regular basis will help many clubs. It is a means of being constantly in touch with every member, keeping them informed of all activities and projects of the club.

Usually, better attendance can be expected because your newsletter can advertise the program planned for the next week -- giving the name of the speaker, the topic, and other merits of the program which might create a desire for the reader to attend the meeting.

Many clubs also try to boost attendance by printing a list of absentees in a "dog house" column - and keeping out of the dog house become an important issue with members.

Of course, a newsletter is a fine means of boosting membership drives and contests. Notes from club officers and committees, short biographies and personals are also good material. Social news is very important also. There is nothing more pleasing to the eye than the sight of one's own name in print, an axiom many editors put to good use. With a good format, the newsletter could serve as a complete historical record of the club.

Inter-club and National news can also be disseminated through the weekly "scoop sheet." The club secretary should have a great deal of information, as they are always in contact with these various units of Active 20-30.

Finally, to add a touch of humor to the newsletter, a good joke or bit of whimsical information might often be used. Some clubs even go into cartooning if a member has talent.

If your club is presently printing a newsletter, check its format and contents for value. Do everything you can to help make it a success. If the club does not have one, read on!

In the beginning, secure an editor and one or more associates with definite assignments and responsibilities. Some clubs maybe fortunate in having a member who is particularly gifted for this work and enjoys doing it. In other clubs, a rotation of responsibility may prove profitable.

Most newsletters are printed on a sheet of paper about 8 x 14 inches in size, using one side for contents, including a suitable name and heading. The reverse is divided into quarters - one for the return address, one for the roster of members, and the remaining often are devoted to advertising.

If the advertising can be secured, it may be the solution to your budget problem in preparing the newsletter. Rectangles of about 1-1/2 x 3 inches are marked off and sold

to individual business establishments in the community on a six-month basis. Charges may range from 25 cents to a dollar per issue, or a flat rate for the whole term.

The reverse side of the newsletter, after the ads have been sold, can be printed in quantity to last the entire six months. Then all that remains is to run off the inside each week on a copier. It is possible to produce a very effective newsletter at very little cost.

In order to hold the attention of your readers, variety and brevity should be a rule when selecting material. The usual opening is an announcement of the coming meeting - time, place, speaker and chairman.

Here is 12 point program for newsletter editors that have proved highly effective:

1. See that the actual printing is legible and easy to read;
2. Do not distribute the paper directly to the members at meetings;
3. Get the name and address of every guest and mail them at least three issues. This is an excellent help in getting new members, and serves to educate all other guests as to what the club is and what it is doing;
4. Be sure to mail a copy to every newspaper in town. If the newsletter is presenting all the club's activities, this will serve to gain the club more local publicity;
5. Exchange the newsletter with other service clubs and other Active 20-30 Clubs. Knowledge of the affairs of others is often educational and helpful;
6. Now that there is an enlarged mailing list, remember that the club should record what happened at the last meeting. Even if all the members were there and know what happened, spouses and friends may like to know also;
7. Fill that page! Even if you have to copy portions of the Bylaws, use all the space available. Most of the work in putting out a newsletter is in the printing, processing and mailing. Typing a few more words is not much extra effort;
8. Take notes freely at the meeting, and ideas will flow more freely when sitting at the typewriter or computer;
9. Solicit guest editorials where any members can gripe, suggest or show-off;
10. Don't be afraid to copy any materials from another Active 20-30 newsletter;

11. Try to cover the following: happenings at the last meeting, program for next week, projects, socials, attendance, a little humor, soliciting of dues, committee notes;
12. Use plenty of names. Everyone likes to see their name in print, and interest can be created by trying to sneak every name into the newsletter.

CLUB DYNAMICS

For those persons who have served in the various offices of Active 20-30, one of the obvious truths is that all of the immediate and pressing problems of the organization would be solved if each club in the organization were to double in size one year. Or, to use another favorite slogan, if one member would just bring one more member. So far this has not happened and there appears to be no reason to suspect that it will ever occur, in spite of the theoretical benefits to all: The club, it's members and Active 20-30.

It must have occurred to more than one person that there are good reasons why this creature (Active 20-30) refuses to follow the general rules of nature and expand itself into every possible unfilled corner. Certainly on paper there is nothing to prevent such growth. The number of prospects in the age group seems almost limitless and growing. With the age limitation and the youthful appearance of individual clubs, one would expect Active 20-30 to be in a most favorable competitive position with other similar clubs as young people reach the point of becoming interested in such an affiliation. Even with a plentiful supply of prospects and a favorable position in the competition, consistent growth has not occurred. Assuming that there is a good reason, why has this growth stunting factor not been recognized and the necessary steps taken to overcome it's effect? Perhaps the following discussion of club dynamics will more clearly define these negative influences and suggest possible remedies.

WHAT ARE CLUB DYNAMICS?

Without attempting an accurate definition, let's say these are the usually unintended forces operating during a club's existence that determine the resultant course of the club, even though such a course is in contrary to the stated policy, goals or desires. Club dynamics are more closely related to the subconscious motivations of the members.

THE SOCIAL GROUP AND ITS CYCLES

By far the most common type of club found in the organization is what we will call the "social group" club. Some definitions are in order.

An Active 20-30 club is a volunteer organization representing itself as having as it's primary purpose service to it's community, primarily in the field of child welfare. An important question associated with this definition is whether in actual fact the primary purpose of the club is community service.

A social group in such an organization is the result of an interaction of the members and their families which create a full and relatively exclusive social intercourse between them. Such a group engages in a full range of social activities - parties, outings, sports events, projects and

fellowship in the name of the club. The social group is the primary social contact for the majority of its members.

With these two ideas in mind, let's follow the history of such a group through its cycle. The cycle is easily traced through a rise and fall in club size over a period of two to five years. Significantly, there appears to be a minimum and maximum membership level associated with the extremes of the cycle. A club that exceeds these extremes will have a tendency to lose its ability to spontaneously traverse the cycle.

THE STATUS CLUB ALTERNATIVE

It is noted above that the driving and determining force in the "cycle club" is the social group. Another type of club has developed in Active 20-30 which appears to have overcome the social problem. Such clubs depend upon their "status" in the community to attract and hold members. STATUS is defined as a condition occurring from the favorable recognition of the club by one or more important socioeconomic groups within a community. Once this "status" condition is achieved, it is not necessary for a new member to become accepted in a "social group" within the club to feel they belong. Their acceptance into the club accomplished this by conferring the club's "status" upon them as a member.

Such clubs may be characterized as follows:

- A. **SIZE.** In most cases larger than a cyclical club. The range is 60 to over 100 members.
- B. **STABILITY.** Unlike the cyclical club, a status club tends to maintain or increase its size at will and without difficulty.
- C. **ADVANTAGEOUS ASSOCIATIONS.** In place of the "social group" type of relationship between members there exists what we will call "advantageous associations." All of the activities of the "social group" may be engaged in during these associations, with perhaps a stronger emphasis on developing business contacts. However, these "advantageous associations" will not be the primary or nearly exclusive social contacts of the members, but merely a significant portion.
- D. **MOBILITY IN PARTICIPANTS.** As a result of larger club size a member has the opportunity to find their own level of activity within the group and to increase or decrease such activity at will to avoid conflict with the demands of his family and business. (The "social group" club does not provide such mobility. Typically when such a group becomes very active, full participation of the group is sought - both for projects and socials. Another example is the conferring of club offices upon reluctant members due to lack of alternate candidates.)

- E. CONTINUING STRONG LEADERSHIP. Larger club size provides a greater pool of members from which leaders may emerge. Club "status" aids recruitment of new members with leadership potential.

WHAT IS STATUS?

The definition of "status" given above - favorable recognition - is actually a result. The question is recognition of what? Three factors affect recognition:

- A. Quality of Membership - The existence of recognized community leaders within a group confers "status" on a group.
- B. Size - To some extent size alone, if large by comparison to other similar groups, implies success and thus "status." But size does not necessarily imply "status" if negative factors such as poor membership quality or insignificant purpose are present.
- C. Significant Purpose - As viewed by the rest of the community, does such a group provide a significant advantage to its membership.

It is interesting to suggest that business and social contract ("advantageous associations") provide the significant purpose for most "status" clubs far more than community service - especially if viewed from the eyes of the community. This is in spite of the label "service club". This fact would seem to limit the sectors of the community in which a club enjoys its "status" to certain business and social groups. The public, including most of the welfare agencies within the community enjoy so little contact with the group or its projects as to be unfamiliar with either the name or purpose.

The minimum level is 15 members. When a formerly larger club reaches this number it is at a critical point. If it is to be able to reverse and resume an upward membership trend, it must accomplish this reversal at this level. If it falls below this level it tends to become a non-cyclical for an extended period of time and if it remains in existence, it will do so as a small (about 10 members) group of fairly constant size. Conversely, if a 10 member club increases to 15 in a short time, it most likely will resume cyclical activity and increase to a substantially larger size before a trend reversal occurs. Let's look into these groups and see what is happening to the members.

A cyclical club dropping to the 15 member level is a group in change. For various reasons which will become apparent later in this discussion old members and old factions within the club are dropping out and those members remaining have not been able to recruit a sufficient number of new members to offset the loss. The club is in deep trouble and its members finally become aware of this as it has difficulty finding new leadership within its ranks as the old tires out. There are too many jobs for the fewer members and they in turn become burned out, the amount and

quality of club activity decreases. At such a point both the older members on the way out and those intending to stay recognize that an influx of new members is the only solution. If this is not recognized and acted upon, the club loses its chance to recycle. If new members are recruited, then luck enters the picture. Somewhere in the new group of members must be the nucleus of a "social group" as above defined. This "social group" nucleus will contain at least part of the future successful club leadership.

After a short settling period during which this nucleus becomes familiar with the mechanics of the club and begins to rapidly enter in the club offices, it begins to form around it a new "social group." While some of the carryover members will associate with this group, many will find it foreign and soon drift away. However, as the new "social group" develops strength and confidence, it will rapidly attract new members to the club. A dramatic membership rise is characteristic.

Other signs become apparent. Project activity increases. Participation in conventions increases and candidates for office appear. Club socials become an important element of club activity. Full participation in club activities becomes the socially "in" thing. The club is successful.

The membership level may reach 25 to 40 during this up-cycle. Talk may set the goal for 50 to 75 members; but this is rarely reached and once the 30 or 40 level is approached or reached, growth slows and soon stops. Why?

Returning to the "social group" which was the cause of the club's rapid growth, we find it is now beginning to experience changes. As it reaches the 30 to 40 size, it would be too unwieldy to invite into a member's house for a social event. Thus a resistance to recruitment is formed.

The group, once it becomes conscious of its success, will formalize its relations within itself. Certain types of activities will be acceptable, others will be avoided, whether as having been tried and found lacking, or as being personally objectionable to the leadership. Once this format gels new faces brought into the group as prospective members of the club may not be so welcome if they offer a potential threat to the accepted format (and perhaps the existing "pecking order"). Another resistance to new members.

The individuals who formed the group and a limited group of personal friends they could sponsor into it on the same social basis, were accepted. The initial increase in size of the group involved the joining together of these fragmentary social entities into the group. Once exhausted, recruiting becomes more difficult for the existing members of the group. Instead of bringing in a friend on just "say so", it is now necessary to "sell" the prospect. Two problems emerge here. Does the existing member really believe this relative stranger will fit in and does the prospect look at the club as a potential "social group" (which is the predominantly successful element in the club's structure), or are they judging it on its public appearance at formal meetings and its

service record in the community, since the club is still representing itself as a service club? More recruitment resistance developing.

The "social group" is now clearly defined and beginning to age. While it ostensibly attempts to integrate all new members into it, the existing members have developed too much social history and unless new member is very adaptable socially, they may feel left out. While the "social group" remains vital and internally content with itself, it become more difficult to penetrate and less interested in accepting new members. A social faction may develop.. The "out" group (newer members) may start to turn over rapidly with few of them becoming truly comfortable in the club. This puts a further strain on club size. By this point in the cycle the total membership will be off from the peak and slowly declining.

The final decline to this club comes when the "social group" disintegrates. This process is inevitable and unfortunately has nothing to do with how well intended the members of the club are. The hard fact is that the driving force in this cyclical club has been the "social group" - not community service, not business contact, and not self-improvement. When the natural and inevitable factors that cause any social group to disintegrate finally operate, the result is predictable. The larger and closer (more successful) a "social group" becomes, the more unstable in time it becomes because of inherent destructive forces including loss of leadership due to financial or marital difficulties, job transfers, scandals, personality conflicts, boredom, age, etc. Associated with the activity of the "social group" are the factors of fatigue due to excessive project activity, frustration and guilt in some members if little or no project activity is scheduled. The bottom of the cycle is reached when all these factors have had time to work and the "social group" dissolves.

If somewhere near this low point a new social nucleus is not recruited, the membership may drop further into the 10 member size group which, whatever else it may be, does not tend to grow rapidly, if at all. Such groups may consist of the remnants of the old "social group" from the cyclical club still clinging to the past long after the leadership has departed, or a few members who for various personal reasons want to be associated with the club, no matter what its size or apparent success. They have every limited capacity to increase size until and unless a member comes into the group who, through perhaps not a social group nucleus themselves, know how to create a climate that will allow a nucleus to become attracted. When this occurs, then the small club may return to the cyclical activity of the "social group" club by resuming a growth pattern.

IMPLICATIONS OF THE "SOCIAL GROUP"

It is little comfort to the administration of any organization to be confronted with a theory of club dynamics that predicts periodic and inevitable crises in clubs, membership losses with no assurance of recoument. Unfortunately, too many clubs follow this cycle for reasons that approximate the model described.

What steps can an enlightened administrative organization take to overcome this effect? Is this the only type of club that is feasible, or is there an alternative?

HOW IS THE STATUS CLUB FORMED?

From the foregoing discussion it should be apparent that there is one necessary first step.

1. The size of the club must be increased sufficiently to preclude the successful formation of a "social group" and its ensuing cyclical dynamics. A minimum of 50 members is required and 75 is an optimum number unless other considerations suggest a larger group.

If the enlarged group is composed of members respected in their community and they attract more of the same, then the mere increase in size should result in "status," since the group is capable of providing the serious purpose element of "advantageous associations."

In the event the quality of the membership is not quite the calibre to attract established community leaders of the age group, then the mere increase in size may not result in "status" and the club is susceptible to reverting to the "social group" dynamics with a resulting loss of membership and resumption of cycles. An additional step must be taken in this case to accomplish "status."

2. The serious purpose of the club must be improved. Three areas of activity may be considered:

- A. Meeting Image - A club meeting in an impressive location, with members properly dressed, and having consistently outstanding programs becomes an attractive group with which to associate.

- B. Impressive Social Activities - A group with an ingenious social program is attractive to potential members, providing it is not functioning for the purpose of forming a "social group."

- C. Projects Producing Significant Community Impact - An organization that is able to associate itself with a particular segment of the community's need (welfare or otherwise) and becomes the primary support for this segment while doing an outstanding job that is recognized as outstanding will receive favorable community recognition throughout the community and, with this, "status."

This approach depends on the ability of a group to select a suitable cause and provide the manpower and other resources to properly support it over an extended period of time without demanding excessive time commitments from the general membership.

The potential for the very widest favorable recognitions throughout all sections of a community and therefore the very highest degree of "status" is to seek out a project with community impact rather than depend on "advantageous associations" to provide the serious purpose of the group. However, it is the writer's observation that most groups are reluctant to seek out such extensive projects, even though the potential community recognition is desirable. This probably indicates a real fear of the group or its leadership of becoming over committed. It also may indicate a lack of know-how by the group. Since careful planning can avoid over commitment, it would seem the fear is unfounded. However, if this fear is considered another of the generally unrecognized club dynamics that determine the eventual course of the group irrespective of logic, then the tendency of clubs to avoid serious project involvement is easily explained.

AN EXCEPTION

There are a few clubs that have achieved sufficient status that they can operate free of "social group" cycles. This suggests that when both "status" and "social group" dynamics occur in the same group, the "status" dynamic will generally overcome the adverse cyclical effect of the "social group."

STRENGTHENING WEAKER CLUBS

What makes a strong club weak? Among other reasons, of course, are the more obvious such as declining membership, dwindling attendance, lack of participation, disinterest, poor communication, financial problems, and a relatively low community esteem. However, these are EFFECTS only, and not the CAUSES of club disintegration.

It is with these CAUSES that you will be primarily interested, since the determination of them will suggest their remedies. With just a little thought, you can certainly add to this list of causes which contribute to a club's weakness:

- Lack of proper administrative procedures
- Improper planning
- Uninteresting programs (if any at all)
- Poor meeting places
- No community service activities
- Poorly indoctrinated officers
- Poorly educated members
- Inadequate publicity
- Non-existent recruitment program
- Casual attitude toward guests
- Little or no committee activity
- Non-participation in conventions
- Informal budgetary operations

The first approach you can make toward strengthening a club is to diagnose potential problems before they occur. When trouble-spots become apparent, the president and board must immediately set a deadline for their rectification.

Unfortunately, it is a rare occasion when every club in the association is in tip-top shape at the same time. The matter of diagnosing potential problems before they occur is now just an academic question...the problems aren't potential, they have arrived! So, what do we do now?

The effects should be immediately apparent; the causes will take some digging to identify. Someone must make an analysis of the causes. Can problems be isolated? If so, and it proves to be in one particular category, half the battle is over. Perhaps a simple suggestion is all that is necessary. It frequently happens that someone from the outside can spot the source of trouble right off the bat that has plagued the "insiders" for years.

But again, unfortunately, the causes of disintegration are quite often neither simple, nor singular. They can be complex and baffling. In such cases, a complete reorganization of the club may be necessary.

Here are some good points that would be well worth considering in any attempt to revitalize a weak club:

1. Contact as many past actives in the community as possible. They are always a good source of new members, programs and possibly finances, and they always can "beef up" a meeting to impress guests;
2. Encourage attendance at meetings and conventions;
3. Plan good projects and social affairs;
4. See that all activities are adequately publicized. Radio and television stations are obligated to provide "public service" time;
5. Newspaper advertising for prospects, if done correctly, can pay off;
6. Request the cooperation of Rotary, Lions, Kiwanis, etc.;
7. Make good use of the Active 20-30 educational pamphlets.

HISTORY OF ACTIVE 20-30 INTERNATIONAL

Active 20-30 International had its actual beginnings in 1922 when young men in two widely separated communities of the United States saw the need for a service club for young men. They found that established service clubs were dominated by older men, run by older men and whose officers were invariably much older men.

This realization led those groups of ambitious young men to stray away from existing groups and organize a club of their own -- a club wherein young men would have a chance to engage actively in service to their communities; a club where young ideas, backed by enthusiasm and the energy of youth, could share in civic responsibilities on an equal basis with clubs composed of older men.

These pioneers of young men's service clubs were located in Aberdeen, Washington where Active International was formed and in Sacramento, California, where 20-30 International had its beginnings.

Both 20-30 International and Active International were chartered members of the World Council of Young Men's Service Clubs. John Armenia, Joe Crowe and Arnie Scheldt of Active and Dr. James Verneti, Henry Heyl and Ray Fletcher of 20-30 were among those who fostered the World Council movement up to its formal beginning in 1945.

In 1959 President Norm Morrison of 20-30 and President Ken Helling of Active exchanged a letter and renewed the long standing proposal that these two almost identical young men's service clubs should merge.

Throughout 1959 and 1960 meetings were held between the two groups, culminating in the proposed Constitution, and resolution to be presented to the 1960 conventions of each organization. In addition to Morrison and Helling, there were Jack Kummert, Doug Martin and Clint McMlure of 20-30 and Victory W. "Bill" Smith, Owen Barnes and Jim Robertson of Active, all of whom participated in the early negotiations.

At the 20-30 International Convention held in Santa Cruz, CA in 1960, the delegates unanimously adopted the merger proposal and the Constitution. One month later, the delegates at the Active international Convention in Calgary, Alberta, also unanimously adopted the propositions.

Therefore, on August 1, 1960, Active and 20-30 became Active 20-30 International. However, each organization maintained its separate administrative structure, officers and National Office through its convention year, while the mechanics of the merger were being formulated. In October of 1960, the first combined magazine, Active 20-30 made its appearance. The first

convention of Active 20-30 International was held in Tucson, AZ, July 10-14, 1961, where the Constitution and By-Laws were officially adopted.

The major International Projects selected for the new organization were "Keys in the Car". "Aid to Scouting", "Public Speaking", "Child Welfare", and "Rheumatic Fever". In 1975 at the Calgary Convention, the new International Charity Foundation" was adopted to replace Rheumatic Fever.

Presidents of Active 20-30 International have been:

1961/62 -- Jack Kummert (Santa Rosa, California)
1962/63 -- Frederico g. Lugo (Nuevo Laredo, Tamps., Mexico)
1963/64 -- James H. Robertson (Tacoma, Washington)
1964/65 -- Norm Jensen (Fresno, California)
1965/66 -- Emilio Perez-Banuet (Guadalajara, Jalisco, Mexico)
1966/67 -- Leland H. Glidwell (Modesto, California)
1967/68 -- Bruce Fleming (San Diego, California)
1968/69 -- Rene Fernandez (San Salvador, El Salvador)
1969/70 -- David N. Andrews (Eugene, Oregon)
1970/71 -- Sanford E. Lerch (Phoenix, Arizona)
1971/72 -- Santiago Garcia de la Garza (Hermosillo, Mexico)
1972/73 -- Warren Trunbull (Inglewood, California)
1973/74 -- Carlos Quintana L. (Mexico City, Mexico)
1974/75 -- James F. Krembas (Torrance, California)
1975/76 -- Oscar Osorio, Jr. (David, Panama)
1976/77 -- Paul Telford (Hawthorne, California)
1977/78 -- Maximo Baca Lopez (Tlalnepantla, Edo. de Mexico)
1978/79 -- Duston B. Rose (Coronado, California)
1979/80 -- Alberto A. Boyd (Panama City, Panama)
1980/81 -- Russ Mann (Edmonton, Canada)
1981/82 -- Horacio Morales (Mexicali, B.C. Mexico)
1982/83 -- Arnold J. Krogh (Sacramento, California)
1983/84 -- Rafael Barientos (El Salvador)
1984/85 -- Fred Simpson (San Fernando, California)
1985/86 -- Dr. Manuel Molina (Panama)
1986/87 -- Charles Stark (Santa Rosa, California)
1987/88 -- Francisco Castaneda (San Geronimo, Mexico)
1988/89 -- Ross Liscum (Santa Rosa, California)
1989/90 -- Eduardo Hutt (San Salvador, El Salvador)
1990/91 -- Manual Bautista Lopez (Mexico City, Mexico)
1991/92 -- Andres Patino O. (Cali, Colombia)

Conventions of Active 20-30 International have been held in:

1961 -- Tucson, Arizona
1962 -- Fresno, California
1963 -- Seattle, Washington
1964 -- Tarreon, Coach., Mexico
1965 -- Calgary, Alt, Canada
1966 -- Tijuana, B. Cfa, Mexico
1967 -- Sacramento, California
1968 -- Guadalajara, Jal., Mexico
1969 -- Eugene, Oregon
1970 -- Phoenix, Arizona
1971 -- Laredo, Texas
1972 -- Los Angeles, California
1973 -- Mexico City, Mexico
1974 -- Panama City, Panama
1975 -- Calgary, Alta, Canada
1976 -- Lake Tahoe, California/Nevada
1977 -- San Salvador, El Salvador
1978 -- Eugene, Oregon
1979 -- Santo Domingo, Dominican Republic
1980 -- Panama City, Panama
1981 -- Anaheim, California
1982 -- Sacramento, California
1983 -- Cancun, Mexico
1984 -- Edmonton, Canada
1985 -- San Jose, Costa Rica
1986 -- Eugene, Oregon
1987 -- Acapulco, Mexico
1988 -- Phoenix, Arizona
1989 -- San Salvador, El Salvador
1990 -- Calgary, Alberta, Canada
1991 -- Puerto Vallarta, Mexico
1992 -- Dominican Republic

HISTORY OF 20-30 INTERNATIONAL

20-30 International was founded in Sacramento, CA in the fall of 1922. Paul W. Claiborne was just twenty years of age when he conceived the idea of forming a service club whose members would consist of young men. Together with Earl B. Casey, Alfred B. Franke, Charles G. McBride and Marshall A. Page, he went with his idea to Mitch Nathan, the president of the Sacramento Chamber of Commerce.

Nathan approved of his plan and appointed a committee to foster the formation of a club whose activities would aid the growth and advancement of young men. This committee consisted of F.A.S. "Sandy" Foale, Chairman; Charles Hansen, Clinton Harbor, Joseph Quire and Mrs. Alva Archer.

A meeting was held in the Chamber of Commerce building on Tuesday, December 12, 1922, with Judge Peter J. Shields as the speaker. It was decided to proceed with the organization work immediately. Upon the suggestion of Sandy Foale, the name 20-30 was adopted. An organizational meeting was held on December 19, 1922, and Paul Claiborne was unanimously elected as the first president. Sandy Foale was named chairman of the advisory board. After the Sacramento club had established itself, 20-30 began to expand to new areas. On March 10, 1924, the Stockton club was chartered with the assistance of the Rotary Club in Stockton. G. Lewis Fox was elected president, and Dr. Hall was named Chairman of the Advisory Board.

During 1926, 20-30 Clubs were formed in San Bernadino, San Francisco, Hayward, Tracy and Oakland. Delegates from the seven clubs met in San Francisco on August 21, 1926. This was the first convention of 20-30. A Constitution was adopted and the following officers were elected: Summer Mering, President; Tom Louttit, Vice President; Ivan Shoemaker, Secretary/Treasurer.

From 20-30's inception in 1922 until December 1941, charters were granted to 260 clubs and a total membership of 4,675 was attained. During the war years, approximately 65 percent of the membership served in the armed forces. This compelled 68 clubs to disband and decreased the number of active clubs to 122 with active membership at 1,800. In many cases the clubs were kept on active status by one or two members who maintained the charter.

Beginning with the chartering of the Juarez Club on February 16, 1944, three clubs were organized in Mexico. It was a result of these charters that the name of the association was changed to 20-30 International at the 1946 Victory Convention.

In the years to follow, the organization continued to expand through the Mid West to Ohio; South of the border, and all of the countries of Central America. Cuba and South America soon followed.

The motto of 20-30 International was, "Youth, to be Served, Must Serve", and the slogan, "Sincerity in Service, our Slogan for Success". Both were authored by Sandy Foale.

The following have served as Presidents of 20-30:

Sumner Mering (Sacramento)	Howard Maxon (El Paso)
Ivan Shoemaker (Sacramento)	George Southworth, Jr. (Reno)
Trenton Hals (San Bernadino)	Richard Staley (Selma)
Rex Kearney (Stockton)	Henry Heyl (Wooster, OH)
Clem Miller (Inglewood)	Dr. James Verneti (Coronado)
Richard Wallace (Reno)	Ray Fletcher (Inglewood)
Edward Shattuck (Los Angeles)	Robert Marchal (Sacramento)
Sherril Halbert (Porterville)	Dr. Rodney Hilbert (Fullerton)
J. Ivan Tackney (Sacramento)	Leonard Carlson (Reno)
Meredith Polley (Santa Barbara)	Rupert Lawing (San Bernadino)
Wallace Clark (Phoenix)	George Grazidio (Morningside)
Lloyd Buchler (Sacramento)	Joe Bonfied (Hobbs, NM)
Forrest Cooper (Lakeview, OR)	Phil Jackson (Westchester)
Ralph Layton (Fullerton)	S. Bryce Streibel (Stockton)
D.A. McPheron (Albuquerque)	Bob Baumgart (Sacramento)
M. Abbe Strunk (San Antonio)	Jack Fleishman (Tampico, Mex.)
Donald Strahl (Whittier)	Lon Lewis (Dallas)
Norm Morrison (Sacramento)	Clinton McClure (El Paso)
W.G. Wolfe (Orange)	

Annual Conventions of 20-30 have been held in the following cities:

1926- San Francisco, CA	1941- Salt Lake City, UT
1926- Sacramento, CA	1946- Sacramento, CA
1927- San Bernadino, CA	1947- San Antonio, TX
1927- Reno, NV	1948- Catalina Island, CA
1927- Fresno, CA	1949- Santa Cruz, CA
1928- Stockton, CA	1950- Reno, NV
1929- Hollywood, CA	1951- Tucson, AZ
1930- San Jose, CA	1952- Mexico City, Mexico
1931- Long Beach, CA	1953- Dallas, TX
1932- Sacramento, CA	1954- Catalina Island, CA
1933- Santa Cruz, CA	1955- Santa Fe, NM
1934- Bakersfield, CA	1956- Sacramento, CA
1935- Kalmath Falls, OR	1957- San Diego, CA
1936- Stockton, CA	1958- El Paso, Tx
1937- Reno, NV	1959- Mexico City, Mexico
1938- El Paso, TX	1960- Santa Cruz, CA

1939- San Francisco, CA

1961- Tucson, AZ

1940- San Diego, CA

HISTORY OF ACTIVE INTERNATIONAL

Active International was founded in Aberdeen, Washington February, 10, 1922. A group of young men including Ernest Axland, Paul Arthand, Carl Morck, Carl Springer, Cal Teman, Edgar Jones and Pat McNamara were eager to give the young men a more active part in the affairs of the community. Thus, they formed together to establish a young men's club which they named "Active". They elected Ernest Axland as president.

The emblem selected for Active was the buzz saw. The buzz saw is just about the most active object you can find anywhere. Even when motionless, as it is on the emblem, it has the appearance of intense activity. Since Aberdeen was a lumber center and sawmills with humming saw blades were in evidence everywhere, it was only logical that the founders of Active chose the buzz saw for their emblem.

Active was incorporated under the laws of the State of Washington on August 20, 1924. Before long, Active Clubs were formed in Elma, Hoquiam, Montesano and Olympia.

In 1925 the first convention was held in Montesano, Washington with Carl Morck of Aberdeen being elected as the first president. In the same year, the name of the organization was officially changed from Active Club to Active Club International.

In June of 1929, the organization became international in fact, as well as in name, with the chartering of the Vancouver International Club in Vancouver, British Columbia, Canada.

Active clubs soon spread through Washington, Oregon, California and Montana in the United States and the provinces of British Columbia and Alberta in Canada. Clubs were also located in Idaho, Hawaii and Washington D.C.

The motto selected for this growing organization was "Enthusiasm- Goodwill-Progress". Enthusiasm: the contagion of inspired positive energy which harnesses the intense activity of young manhood; Goodwill: that feeling of mutual esteem, friendship and cooperation which, together with Enthusiasm, ensures success and progress.

The slogan used as a guide for all Active projects was "A man never stands so tall as when he kneels to help a child".

The National Offices of Active International have been located in Aberdeen, Tacoma, Raymond and Spokane, Washington; Portland, Oregon and Vancouver, British Columbia.

The following have served as Presidents of Active:

Carl Morck (Aberdeen, WA) Releigh Jackson (Olympia, WA)
Leland Nelson (Elma, WA) George Simons (Aberdeen, WA)
Truman Trullinger (Olympia, WA) John Armenia (Spokane, WA)
Earl Griffin (Everett, WA) William McAllister (Medford, OR)
Alfred Rode (Seattle, WA) Dr. Donald Hood (Portland, OR)
Art Cole (Shelton, WA) Edward Douglass (Wenatchee, WA)
Charles Tysoe (Vancouver, B.C.) James Potter (Los Angeles, CA)
Don Husband (Eugene, OR) Ted Little (Olympia, WA)
Dr. Leslie Simkins (Seattle, WA) Cliff Nichols (Seattle, WA)
Art Fairchild (Raymond, WA) Dr. John Blinn (Stockton, CA)
Mainard Larson (Missoula, MT) Harold Miller (Eugene, OR)
Joe Crowe (Spokane, WA) Richard Lenington (Seattle, WA)
Paul Marshall (Tacoma, WA) Charles Hennesy (Glendale, CA)
Arnie Scheldt (Seattle, WA) William B. Hendrick (Omak, WA)
James McCallum (Bremerton, WA) Merton Crawford (Tacoma, WA)
Robert Moore (Sacramento, CA) Ken Helling (Seattle, WA)
Dr. Charles Benson (Omak, WA) Victor Smith (So. Kitsap, WA)
Mervin Vater (Eugene, OR) Owen Barnes (Seattle, WA)
Irl England (Calgary, Alberta)

Annual Conventions of Active have been held in the following cities:

1925 - Montesano, WA	1944 - Bellingham, WA
1926 - Olympia, WA	1945 - Eugene, OR
1927 - Chehalis, WA	1946 - Aberdeen, WA
1928 - Eugene, OR	1947 - Sacramento, CA
1929 - Bremerton, WA	1948 - Calgary, Alberta
1930 - Walla, WA	1949 - Portland, OR
1931 - Vancouver, B.C.	1950 - Vancouver, B.C.
1932 - Wenatchee, WA	1951 - San Francisco, CA
1933 - Everett, WA	1952 - Eugene, OR
1934 - Spokane, WA	1953 - Tacoma, WA
1935 - Aberdeen, WA	1954 - Calgary, Alberta
1936 - Medford, OR	1955 - Hollywood, CA
1937 - Olympia, WA	1956 - Aberdeen, WA
1938 - Yakima, WA	1957 - Eugene, OR
1939 - Oakland, CA	1958 - Seattle, WA
1940 - Missoula, MT	1959 - Aberdeen, WA
1941 - Portland, OR	1960 - Calgary, Alberta
1942 - Seattle, WA	1961 - Tucson, AZ

1943 - Spokane, WA

HISTORY OF ACTIVE 20-30/U.S. AND CANADA

In 1981, a proposal was put forth to the membership to allow for National Associations in Active 20-30 International. In 1982, the Active 20-30 United States and Canada, Inc. was formed with it's National office remaining at 1915 "I" Street, Sacramento with Arnie Krogh of Sacramento serving as it's first National President.

Presidents of Active 20-30/United States and Canada:

1982/83	Arnie Krogh (Sacramento, CA)
1983/84	Fred Simpson (Sun Valley, CA)
1984/85	Randy Tomilson (Calgary, Canada)
1985/86	Charles Stark (Santa Rosa, CA)
1986/87	Steve Gair (Wasco, CA)
1987/88	Charles Moody (Phoenix, AZ)
1988/89	Tom Davis (Tolleson, AZ)
1989/90	William J. Bennett (Napa, CA)
1990/91	Gregory Finch (Sacramento, CA)
1991/92	Gary Wickel (Turlock, CA)

Conventions of Active 20-30/U.S. & Canada were held in:

1982	Sacramento, CA
1983	Cancun, Mexico
1984	Edmonton, Canada
1985	San Jose, Costa Rica
1986	Eugene, OR
1987	Sacramento, CA
1988	Phoenix, AZ
1989	Sacramento, CA
1990	Mexicali, Mexico
1991	Santa Cruz, CA
1992	Portland, OR
1993	Anaheim, CA

HISTORY OF WORLD COUNCIL OF SERVICE CLUBS

World Council (WOCO) is a federation of young men and women service clubs encompassing the globe with ideals of fellowship and service to others.

These same ideals, born out of man's need for friendship and understanding, have spread, been accepted and acclaimed in six continents by young men from business and professional backgrounds representing many vocations and the widest range of religious and political beliefs, regardless of color and creed.

WOCO has a strength of approximately 100,000 young men with each members intent on attaining a high level of citizenship individually. Active participation in club life by individual members ceases at age 40, thus ensuring an energetic and youthful membership, a constant renewal of ideas and an opportunity for many to take office and responsibility.

Objects of World Council:

To organize and maintain the following objects through the medium of the member Associations:

1. Develop the fellowship of young men through the medium of business and professional occupations and community service activities.
2. To encourage active and responsible citizenship by cultivating the highest ideals in business, professional and civic traditions.
3. To promote and further international understanding, friendship and cooperation.
4. To promote the extension of the Association throughout the world.
5. To coordinate and inspire members Associations in their individual activities.

Background and Development:

Quite independently of one another, Associations of young men were formed in the 1920's in Australia, Canada, Great Britain and the United States. These Associations were the Apex Clubs of Australia, the Kinsmen Clubs of Canada, the Round Tables of Great Britain and Ireland, Active International and 20-30 International both of the United States of America (as well as a few parts of Canada).

Although little was known of each other's activities, the Associations were all formed with an upper age limit, a common bond, and aimed to fulfil a similar need. They were all formed with a desire for young men to foster friendship and the ideal of service and good citizenship. The Associations established themselves firmly in their own countries, and many of them began to extend throughout Europe, Africa, Asia, Australia and Central America.

Over the years these organizations came to realize the similarity of their view-point and ideals. Finally they decided that some sort of closer liaison should be arranged between themselves.

The result was that on April 8, 1945, the World Council of Young Men's Service Clubs was formed at a meeting in Chicago, U.S.A. between Kin, 20-30 International and Active International, Apex and the National Association of Round Tables of Great Britain and Ireland (R.T.B.I.), though invited, were unable to attend because of the World War was in progress. The five Associations subsequently ratified the Chicago Resolutions and constituted the Founder Members. The second World Council Meeting took place in October 1946, in Sacramento, California, at which the original constitution was adopted. However, it was not until the third meeting in 1947 in Montreal, Canada, that all Founder Members were represented.

R.T.B.I. extended the Round Table Movement of Europe, Africa, New Zealand, India, Hong Kong, Brazil and Surinam, and ultimately an International Association of Round Tables was formed, known as R.T.I.

Each Association was represented by the two delegates appointed to World Council. Meetings were held annually until 1950, and thereafter every two years. Not much could be achieved by so few delegates meeting so infrequently and so, particularly as all Associations were rapidly expanding, it was realized that the structure of World Council would have to be revised.

In 1956, R.T.B.I. surrendered its place on the Council to R.T.I. and in the same year in Jasper, Canada, discussions commenced on ways and means of altering the framework of World Council. The delegates at the Malmo Conference in 1959 reached complete agreement on a revised constitution which was adopted in Brighton, England, in 1960.

After two years of discussion, the organizational structure of the Board of Directors was changed at Hong Kong in 1975, and at the same time qualification for membership was changed to allow small Associations a speedier entry as full voting members.

Memberships includes the following organizations:

1. Round Table Clubs
2. Active 20-30 Clubs
3. Apex Clubs
4. J.E.C.C. of Japan (Junior Executive Council Clubs)
6. Sable Clubs of South Africa

ACTIVE 20-30

INITIATION CEREMONY FOR NEW MEMBERS

(Three Member Team and President)

Club President:

"Members of Active 20-30. This time has been set aside for the initiation of new members into the Active 20-30 Club of _____. The new members are: (Call the persons to the front; then proceed as follows.)

"On this date it is your privilege to become members of the Active 20-30 Club of _____. Active 20-30 was founded in 1922 in Aberdeen, Washington as Active Clubs, and in Sacramento, California as 20-30 Clubs. In 1961 these two Service Clubs merged to form Active 20-30 International. In 1982, eight National Associations were formed to represent specific countries in the Americas. These clubs are dedicated to the following program....."

Team Member #1:

"One, offering of encouragement and incentive to the individual members; to interest yourself in the betterment of your community, your nation and the world; and, in the improvement of the health and living conditions of the children about you, thus making yourself a better citizen and a better person with whom to live."

Team Member #2:

"Two, furtherance of fellowship and goodwill among members of your club and between your club and other clubs in Active 20-30."

Team Member #3:

"Three, development and self-improvement of the individual member."

Team Member #1:

"The motto of Active 20-30 is "Youth to be Served, Must Serve." The slogan is " A Man Never Stands so Tall as When He Kneels to Help a Child."

Team Member #2:

"The service of Youth is marked with enthusiasm -- a desire of accomplishment--accomplishment for the welfare of our community and for the deserving persons therein. The gain you will receive is that of a deep satisfaction for having completed a task that collectively was a pleasure, but which individually would have been impossible."

Team Member #3:

"Progress will be the result of your Active 20-30 life. By progress we mean the progress that each of us makes within themselves as a result of tolerance and respect for the ideas of others."

Team Member #1:

"Some of the successful activities that our Active 20-30 Club has engaged in the past, and in which you will have the pleasure of participating in the future, are: (List projects, fund-raisers, social activities.)"

Team Member #2:

"The backbone of the Active 20-30 Club is cooperation, without which our program would be impossible. Cooperation in Active 20-30 is symbolized by the Buzz Saw. Intrinsically, this is of little value, but symbolically it means much. The teeth of the saw are emblematic of each member of the club revolving around the spirit and objectives of the club. If one of the teeth is broken or becomes dull, the efficiency of the club is impaired to that degree."

Team Member #3:

"The spirit and objectives of Active 20-30 are symbolized by the Hour Glass. The Hour Glass denotes the passing of time, specifically the passing of youth. To waste the energies and enthusiasm of a young man or woman would be tragic. Active 20-30 was formed to give the young men and women the opportunity to use their energy and enthusiasm in child welfare and community service work, and to provide them with fellowship and leadership training at a time when it would be of most value to them, the community, and the nation."

Team Member #1:

"Please raise your right hand and repeat after me:

I promise to do everything possible to keep Active 20-30 and its objectives at the highest level in my community."

Club President:

"Welcome to the Active 20-30 Club of _____ . Your club now."

[Present each newly inducted member with a new member kit and introduce them to the other club members.]

President's Swearing-In Ceremony

Ladies and Gentlemen, in 1922, in Sacramento, California and Aberdeen, Washington, two young men had the insight and courage to instill in a select group of people, the foundation of an organization that still thrives sixty eight years later.

"To serve the youth of our communities"--a concept that is still unique even today. The idea that "Youth to be served must serve" has provided a quality of life in our communities that has benefitted thousands of individuals over many generations.

To some, Active 20-30 has been a club, a gathering place, a way of fellowship and community service . . . but to others it has been a way of life, an orchestration of life that has fostered and grown in the heart, providing strength and wisdom for the cause that we serve.

Before you stands such a candidate. By standing before us here tonight, you have demonstrated your courage, your strength, your endless desire to serve the ideals and objectives of Active 20-30. You have shown your leadership, your wisdom, your ability to lead our fine organization.

I now place this candle in your hand--a symbol of your wisdom--a receptacle of your strength. In lighting this candle, I invoke upon you the powers of the Presidency.

Before you stands the "Candles of Presidency"--a tree of knowledge if you might so envision. By lighting the candle to the left, you so acknowledge and pledge your support to the membership you represent, providing guidance and ancestry, strength and perseverance. If you so confirm, I ask you to light the candle to the left.

The candle to the right represents the children we serve. By lighting it, you pledge your support, your dedication, your un-prejudice understanding and love for the needs of our children. If you so confirm, I ask you to light the candle to the right.

And finally, the candle in the center. This candle represents the ideal of "Growth". By lighting it you pledge your obligation to the growth of the organization and the ideals and objectives it serves--to the growth of the members and the knowledge they possess--to the growth of the Board of Directors and the mission they serve, and finally to your growth, as a member and a leader. If you so affirm, I ask you to light the candle in the center.

As President, you can only be as effective as your understanding of these elements. May this source of light so direct your deeds in the year to come.

As a symbol of your oath, I place the President's pin on you. Wear it with pride and as a remembrance of the oath you so gave tonight.

Ladies and gentlemen, please stand and welcome our leader for the coming term.

Officers and Directors Swearing-In Ceremony

Ladies and Gentleman, before you stands the officers and directors for the next term. By being present before us they have demonstrated and pledged their allegiance and fidelity to the cause of Active 20-30. In taking this oath of office, they have committed for their term the guidance, advancement and the expansion of our club and all of Active 20-30. To serve our organization, and to instill in it's members the enthusiasm and understandings that will allow it to flourish.

By working together in unity, you will accomplish collectively, that which you may not accomplish alone. Like our symbol, the Hour glass within the buzz saw, the Board will lose efficiency, just as the saw will lose efficiency if one of the teeth becomes dull or lost.

By lighting your candle, I invoke upon you the wisdom and guidance to lead our members during this term. (Light each officer's candle.)

Please repeat after me:

I promise to uphold . . . the ideals and objectives . . . of Active 20-30 . . . to work together in harmony . . . to the furtherance of Active 20-30 . . . to always serve in our members best interest . . . and the children we represent and serve.

I now ask that you collectively light the large candle before you demonstrating your commitment to working together and your desire to serve Active 20-30 during this term.

As our symbol to their commitment of office, I present each of these officers and directors with their official pin and ask that we honor and respect their oath of office taken here tonight.

INSTALLATION CEREMONY FOR OFFICERS

INSTALLING OFFICER

1. Discharge old officers, except the President, and thank them for their service during the past year.

AS OFFICERS OF THE ACTIVE 20-30 CLUB OF _____, YOU HAVE SERVED THE CLUB FAITHFULLY. THE WORK HAS NOT ALWAYS BEEN EASY, BUT I KNOW IT MUST HAVE BEEN GRATIFYING. YOU HAVE PERFORMED YOUR DUTIES WELL AND NOW THESE DUTIES ARE OFFICIALLY AT AN END. THIS DOES NOT MEAN THAT YOU WILL CEASE TO WORK FOR THE CLUB BUT THAT YOUR FIELD OF ACTIVITIES WILL CHANGE.

THANK YOU FOR YOUR HARD WORK AND DEDICATION. YOU ARE NOW DISCHARGED FROM YOUR DUTIES AS OFFICERS OF THIS CLUB.

2. All incoming officers, with the exception of the incoming President are called to the front individually.

IN YOU IS INVESTED THE RESPONSIBILITY AND AUTHORITY TO LEAD THIS CLUB IN ALL ITS ENDEAVORS. IT IS FOR YOU TO HOLD ALOFT THE PRINCIPLES AND TENANTS OF THE ACTIVE 20-30 CLUB. BY YOUR EXAMPLE AND BY YOUR EFFORTS THE CLUB CAN FALTER OR ADVANCE.

YOUR POSITION IS A PRECIOUS PRIVILEGE AND A GREAT RESPONSIBILITY. MAY YOU GO FORTH WITH EXTREME CLARITY OF MIND, WITH FORTHRIGHT QUALITIES OF LEADERSHIP, WITH BROAD VISION AND UNSWERVING RESOLUTION.

YOU ARE NOW DULY INSTALLED AS OFFICERS OF THE ACTIVE 20-30 CLUB OF _____.

3. Introduce the President to give an outgoing speech.

4. Installation of the Past President.

YOU HAVE BEEN THE PRESIDENT OF THIS CLUB FOR THE PAST TERM AND YOU WILL NOW PASS THE RESPONSIBILITY ON TO ANOTHER TRUSTED MEMBER. YOU, AS THE PAST PRESIDENT, WILL BE CALLED UPON TO GUIDE AND ADVISE THE CLUB, TO TELL THE THINGS WHICH YOU HAVE LEARNED THROUGH EXPERIENCE AND TO GIVE AID WHENEVER AND WHEREVER NEEDED.

YOU ARE NOW DISCHARGED AS PRESIDENT AND DULY INSTALLED AS THE IMMEDIATE PAST PRESIDENT OF THE ACTIVE 20-30 CLUB OF _____.

5. Installation of New President

YOU ARE NOW ABOUT TO TAKE THE GAVEL OF THE ACTIVE 20-30 CLUB OF _____ AND WITH IT ASSUME THE FULL RESPONSIBILITY OF LEADERSHIP WHICH IT CARRIES. USE THE GAVEL WELL AND WISELY TO LEAD AND DIRECT, NOT TO COMMAND; FOR IF YOU USE IT AS A WEAPON IT WILL FAIL ITS PURPOSE. YOU ARE BOTH THE LEADER AND SERVANT OF THIS CLUB, WORKING FOR EVERY MEMBER, TRYING TO GIVE THE BEST THAT IS IN YOU AND HELP REALIZE THE GOALS OF THE ACTIVE 20-30 CLUB. YOU HAVE UNPARALLELED OPPORTUNITIES FOR BOTH SERVICE AND LEADERSHIP AND I AM SURE WILL WORK LONG AND HARD TO REALIZE THEM.

YOU ARE NOW DULY INSTALLED AS THE PRESIDENT OF THE ACTIVE 20-30 CLUB OF _____.

6. Acceptance speech by the New President.

ACTIVE 20-30 CODE

The objects and ideals of Active 20-30 are best set forth in the following which we have called "The Active 20-30 Code":

With the productive years of my life before me, with ambitions and ideals to be realized, I accept the following principles as necessary in their attainment:

To show proper appreciation for my community, and to do everything in my power for its growth and development;

To recognize that friendship is reciprocal, and that friendly co-operation is the foundation of society;

To offer sincere service to the Active 20-30 Club, and to fulfill to the best of my ability any task that the organization may assign me;

To recognize the intrinsic worth of the objects of Active 20-30 which are the development, by precept and example, of a more intelligent, aggressive, and serviceable citizenship, and the providing of a practical means of forming enduring friendships, of rendering altruistic service, and of building better communities.