



***Santa Clara Swim Club***

# **Santa Clara Swim Club Board of Directors Manual**

# Contents

<b>1. Introduction.....</b>	<b>3</b>
<b>2. Santa Clara Swim Club – Background.....</b>	<b>4</b>
2.1 Article of Incorporation – By Laws of SCSC.....	4
<b>3. Structure of the SCSC board – makeup, elections, term, responsibilities, committees .....</b>	<b>5</b>
3.1 SCSC BOD Structure .....	5
3. 2 Application for Santa Clara Swim Club Board of Directors.....	5
<b>4. Structure of the SCSC office staff – Roles and Responsibilities .....</b>	<b>7</b>
<b>5. SCSC Board Operations Calendar.....</b>	<b>8</b>
<b>6. SCSC Financials.....</b>	<b>9</b>
<b>7. Board Meeting Agenda/Minutes.....</b>	<b>10</b>
7.1 Sample BOD meeting Agenda .....	10
7.2 Sample BOD meeting minutes.....	10
<b>8. Reference Documents.....</b>	<b>12</b>
<b>Appendix A. Board/Staff Partnership .....</b>	<b>13</b>
THE BOARD/STAFF PARTNERSHIP, PART 1.....	13
THE BOARD/STAFF PARTNERSHIP, PART 2.....	1

# 1. Introduction

A SCSC Board Manual serves the following functions:

1. An orientation handbook that provides useful information about the organization, by-laws, board structure and operations, and fellow board members and staff
2. A concise repository of board relevant documents either included in the manual or referenced in the manual for further reading.

This document is updated whenever there is a significant change to any of the sections mentioned in this document. This document needs to be provided to every new SCSC BOD member

The SCSC Board Manual will contain the following sections:

1. Background about SCSC and reference to Articles of Incorporation/Bylaws
2. Structure of the SCSC board – roles, elections, term, responsibilities, committees
3. Structure of the SCSC office staff – roles and responsibilities
4. Board/Staff partnership
5. SCSC Board Operations Calendar – Elections, Retreat, Monthly meetings, special meetings, key events
6. SCSC Financials – past years consolidated financials, current months financials
7. Board Meeting Agenda and Minutes – sample a SCSC BOD agenda and meeting minutes
8. Reference Documents
  - a. By Laws of the Santa Clara Swim Club
  - b. Head Coaches Contract
  - c. Legal/ Insurance policy coverage
  - d. SCSC Team Guide

## **2. Santa Clara Swim Club – Background**

Santa Clara Swim Club (SCSC) is a registered non profit organization organized and existing in Santa Clara County in the State of California. SCSC was founded in 1951 by George Haines. SCSC is part of Pacific Swimming which is one of six Local Swim Committee (LSC) operated under the umbrella of USA Swimming, the national governing body for amateur competitive swimming in the United States.

The Mission of Santa Clara Swim Club is to develop competitive swimmers as both athletes and as people for the long term.

SCSC operates out of the George Haines International Swim Center which is owned by the City of Santa Clara but is operated by the Club year round. SCSC offers a full service swimming program starting with Learn to swim, pre-competitive level, Age Group I, II and III, seniors and finally Masters. The club currently has about 200+ families as members.

For additional details re the By Laws that govern the club and the vision/mission, make up, details regarding the history of SCSC, SCSC swim program, coaching staff, dues and other operational details please refer to the following two documents:

1. BYLAWS of the Santa Clara Swim Club
2. Santa Clara Swim Club Team Guide

### ***2.1 Article of Incorporation – By Laws of SCSC***

The BYLAWS of the Santa Clara Swim is a very important document and is a must read for any new board member. This document summarizes the objective of the club, the membership, the role of the head coach and has details about the makeup, elections and role of the board of directors.

Please see Section 10 for a list of reference documents that are necessary initial reading material for any new SCSC board member.

### **3. Structure of the SCSC board – makeup, elections, term, responsibilities, committees**

#### **3.1 SCSC BOD Structure**

The SCSC BOD consists of eight (8) elected members and the current Head Coach for a total of 9 members. The eight elected members are elected and are expected to serve a two year term. Every year elections are held for four of the eight members. Elections for the board are held in September or October of every year. Every SCSC family, that is current with their dues, gets one vote and voting can be done in person or through the mail.

When a new board convenes in October or November they elect the four main officers of BOD and also decide on the key committee heads.

1. President – Chair of BOD
2. Vice President – Vice-Chair of the BOD and Membership committee Chair
3. Treasurer – Finance Committee Chair
4. Secretary – Board Operations/Communications

In addition the following committee heads are chosen:

1. Membership Committee
2. Sponsorship Committee
3. Finance Committee
4. Ad Campaign Committee

If for whatever reason a board member resigns from the board before their two year term then the President of the board can nominate a member to the board, with approval from a majority of the board.

Note: The term of the Head Coach's tenure at SCSC is determined by the individual contract between the Head Coach and the SCSC BOD.

Please see attached document, SCSC Structure, for an example of the 2006 BOD, Committee and SCSC office structure and responsibilities.

#### **3. 2 Application for Santa Clara Swim Club Board of Directors**

The attached is a sample application form if

-----  
**SCSC BOARD OF DIRECTORS APPLICATION**

Note: It is recommended that the SCSC member interested in running for the SCSC BOD be a member of good standing in SCSC for at least two years prior to applying to run for the SCSC BOD. The length of prior membership helps the SCSC member understand the operations of the club and how then to play an effective role as board member

NAME:

SWIMMERS NAME(S)

AGE(S)

BACKGROUND

(Employment, experiences)

Education:

STATEMENT:

(Why do you want to serve on the board, what can you contribute)

## **4. Structure of the SCSC office staff – Roles and Responsibilities**

The SCSC Office Staff consists of the following people:

1. Head Coach – Overall manager of the SCSC staff
2. Office Manger – day to day operations of the front office
3. Finance Manager – day to day operations of finance
4. Back office Manager – bookkeeping, records, etc

In addition to the above the following SCSC staff report to the Head Coach:

1. Learn to Swim Director
2. Senior Group I Coach
3. Senior Group II Coach
4. Age Group III Coach
5. Age Group II Coach
6. Age Group I Coach
7. Pre-Comp Coach
8. Masters Coach

The Head Coach is responsible for the hiring and termination of the SCSC office staff. The Head Coach is also responsible for the hiring and termination of the coaching staff. However, in the case of senior coaching staff the Head Coach will solicit the advice of the board before hiring.

Please see attached document, SCSC Structure, for an example of the 2006 BOD, Committee and SCSC office structure and responsibilities.

## 5. SCSC Board Operations Calendar

Elections for new board members are held during September/October of every year. Four of the eight elected member board member seats are up for elections every year. All dues paying SCSC members are eligible to vote, with one vote per family. The current voting scheme allows for both in-person voting and also for ballots being sent in by a certain date, as fixed by the Secretary of the BOD.

Once a new board has been selected the first meeting of the new board is usually in the form of a retreat where the following is done:

1. Welcome new Board members
2. Elect the new President, Vice President, Secretary and Treasurer
3. Assign the committee chairs among the board members
4. Review the past years BOD agenda and accomplishments and open tasks
5. Set the priorities and agenda for the new year for the board to execute
6. Discuss/Plan/Sanction any significant projects for the New Year. For the 55<sup>th</sup> year Re-Union get together is an example of a significant project

The SCSC BOD meets once a month at the club. All BOD members are expected to attend. The meetings are usually held in the 3<sup>rd</sup> week of the month. Up to two absences are allowed per board member. More than two absences from board meetings could result in expulsion from the board.

In a typical year there will be up to 12 BOD meetings in a year. Outside of the regularly scheduled BOD meetings the President of the BOD has the authority to summon for special BOD meetings as events warrant.

The Secretary of the BOD is responsible for the following activities as it pertains to board operations:

1. Publishing the Agenda for each board meeting
2. Setting up the board meetings
3. Taking minutes during the board meeting
4. Getting the meeting minutes approved
5. Publishing the meeting minutes and the board meeting dates to the general membership
6. All intra-board communication



## 6. SCSC Financials

The Treasurer is responsible for presenting the monthly and year end financials at the BOD meetings. The monthly financials generally cover the following items:

1. Specific month's income and expense report
2. Current and projected cash flows
3. Budget versus actual numbers
4. Explanation of the monthly budget especially around items that are over or under budget and a general report on dues collection
5. Items that need special consideration or approval from the board on expenditures that had not been budgeted
6. Monthly statement from the savings accounts
7. General financial health of SCSC

In addition, in January of every year the Treasurer submits to the BOD the current year's budget for approval. The current budget is done after taking into account the need to fund regular operations for the club, the International Meet expenses, any funding needed to accommodate specific agenda items deemed important by the BOD and any special events planned by the club for that year (for e.g., the 55<sup>th</sup> year Reunion event planned for June 2006).

In addition, the Treasurer also summarizes the past years budget and how actual income and expenses tracked against budgeted income and expenses. The goal of the club is to be cash flow positive and not dip into reserves or savings.

A sample monthly and yearly budget is attached at the end of this document. For more information regarding financials, budgeting, process around expenses etc please contact the current Treasurer of the SCSC BOD.

## 7. Board Meeting Agenda/Minutes

The Secretary of the BOD is responsible for publishing the agenda for a BOD meeting, taking minutes during a BOD meeting, getting the minutes approved and for publication of the meeting minutes.

For the benefit a new BOD members here is a sample of a BOD agenda and BOD meeting minutes.

### 7.1 Sample BOD meeting Agenda

The next SCSC BOD meeting is on Tuesday, April 11, at 5pm at the Rotunda in the club. The agenda for the BOD meeting is listed below. The goal is to finish by 6:15 pm.

1. Financials (need to discuss about Alumni event budget/fund raising update)
2. Coaches Report
3. Reunion/Alumni Event Report (include any Alumni Fundraising update)
4. Discuss and vote on the 3 motions proposed by Nadia arising out of Mete's request to the board
  1. Motion to investigate the issue of locker room bullying. If this motion passes, as President, I will appoint a committee to investigate this matter further.
  2. Motion to establish Locker Room rules for SCSC team member
  3. "Motion to establish proper protocol for parent concerns that fall outside of general "membership" concerns, and fall outside of the pool deck issues"
5. IM report
6. Ad Campaign update
7. Front and Back Office duties and protocol - Stella and Erik
8. Board Manual
9. Next BOD date

### 7.2 Sample BOD meeting minutes

Here are the summary minutes of the April 11 BOD meeting. **The next SCSC BOD meeting is on Tuesday, May 16 at 5pm at the Rotunda.**

Present: Nadia, Krishna, Gordon, Laurie, Denise, John, Terrance, Cynthia, Ana.

1. Approval of March 14 BOD meeting minutes - the minutes for the March 14 BOD meeting were approved. The BOD meeting minutes have been sent to John for publication on the SCSC web site.
2. Financials - Learn to swim running about 1700 lessons/week. Overall operating expenses on the high side. Gordon to call families who owe dues. Many suggestions on ways to track the swimmers when they come to swim, esp pre-comp. Use index cards which the swimmer will hand to the coach before they swim and the coach can then track who swam that day. For the future consider using a electronic card key. Motion to research electronic card access was passed and Nadia said Iben would look into options. Will need to take any proposal to the city and make sure diving and synchro also follow same process. As part of membership Kim will take on role of sending regular communication updates to families.

Motion passed to increase information/protocol to membership through weekly emails relevant to membership.

3. Coaches Report - Finished 11th overall in Nationals, could have done better. Given CCS, moving to short course till mid May. Far Westerns: Finished 15th overall, since high school swimmers are unattached their points not counted.
4. Reunion/Alumni Event Report (include any Alumni Fundraising update) - Sent out mail to all families re Alumni event. Getting RSVPs. As of 4/11, \$21,761 in sponsorship and \$16,400 in ticket sales collected. Including donations total collected \$39,160. 100 Gala seats ordered. Alix Eastman has donated all of the wine needed for the cocktail and main dinner events, thank you Alix. 20 confirmed past Olympians attending. San Jose magazine will have a 6 page spread in the May issue on the Alumni event.
5. Discuss and vote on the 3 motions proposed by Nadia arising out of Mete's request to the board - Mete's proposal tabled indefinitely. Motion passed. All 3 motions approved and passed.
  1. Motion to investigate the issue of locker room bullying. If this motion passes, as President, I will appoint a committee to investigate this matter further.
  2. Motion to establish Locker Room rules for SCSC team member
  3. "Motion to establish proper protocol for parent concerns that fall outside of general "membership" concerns, and fall outside of the pool deck issues"
6. IM report - Preparations for IM going well. Stella not present to give report.
7. Ad Campaign update - As of 4/11 \$13,755 collected.
8. Front and Back Office duties and protocol - Stella and Erik - Lot of discussion on proper role and responsibility for front and back office manager. By next BOD meeting provide Jon a write on roles and responsibilities. Board sees need to increase efficiency of front and back office. Will work with head coaches to establish duties and responsibilities. Motion passed.
9. Board Manual - No progress to report. Krishna to work on the draft based on the outline shared with Nadia.
10. Next BOD date - Tuesday, May 16th at 5pm.

## 8. Reference Documents

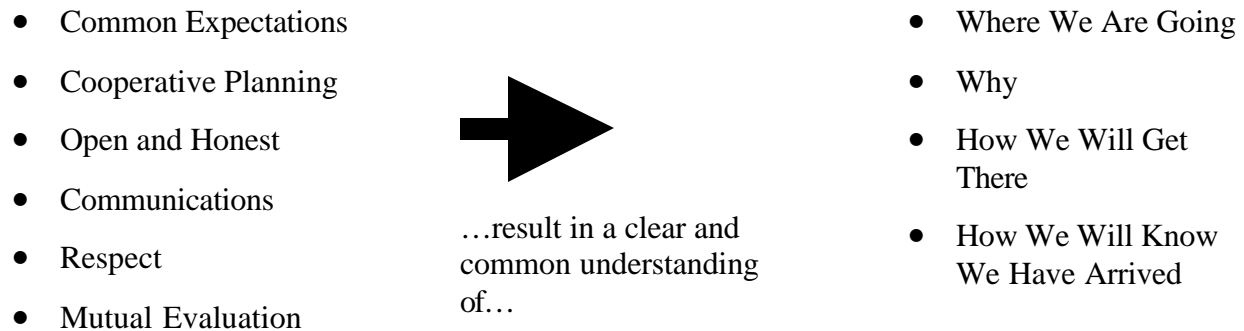
The following reference documents are must reads for any new board member.

1. By Laws of the Santa Clara Swim Club – Please contact the BOD President, BOD Secretary or the Office Manager for a copy of the By Laws.
2. Head Coaches Contract – Please contact the BOD President for a copy of the head coaches contract.
3. Legal/ Insurance policy coverage – Please contact the BOD Treasurer or SCSC Finance Manager for a copy of the club insurance coverage especially as it pertains to coverage for Board members.
4. SCSC Member Handbook – Please see the membership committee chair for a copy of the document titled – Santa Clara Swim Club Team Guide.
5. Attachment: Sample Financials
6. Attachment: SCSC Structure

# Appendix A. Board/Staff Partnership

## *THE BOARD/STAFF PARTNERSHIP, PART 1*

### Characteristics of an Effective Board-Staff Partnership



### Factors Conducive to an Effective Board-Staff Partnership

Club health depends on an effective and flexible partnership between the board and the head coach. It ...

- Requires clarity and agreement about roles and responsibilities,
- Requires regular and open communication between the board chair and the head coach, as well as an agreement about how to work together,
- Requires a willingness on everyone's part to clarify their own and each others' assumptions,
- Benefits from regular and systematic feedback and assessment,

May need to be redefined as the club develops in size and complexity.

## **THE BOARD/STAFF PARTNERSHIP, PART 2**

### **The Board**

*Authorized by the state* and the club's supporters, the board governs the life of the club (not the “life out of...”).

- Establishes mission and direction, ensures the necessary resources, and develops guiding principles.
- Retains ultimate responsibility and power.
- Is accountable to the public trust and to the club's constituencies.

### **The Head coach**

*Authorized by the board*, the head coach manages the daily affairs of the club.

- Supports the board with strategic information, ideas, and connections.
- Manages the affairs of the club by ensuring appropriate planning, coordination, and implementation of the program established by the board to support the mission.
- Retains immediate, or operational, responsibility and power.

### **The Partnership**

Club health depends on an effective **partnership** between the board and head coach, which

- Requires regular and open communication between the board chair and head coach,
- Requires willingness on everyone's part to examine assumptions,
- Benefits from regular and systematic feedback and assessment, and
- May need redefinition as the club grows in size and complexity.

#### Requirements for an Effective Partnership

- Clarity of Roles
- Division of responsibilities

Taken from the “Club Leadership Development Notebook” a publication from *BoardSource*. For more information about *BoardSource* write to 1828 L Street NW, Suite 900, Washington, DC 20036-5114. Telephone (202) 452-6262. Fax: (202) 452-6299, email: [mail@boardsource.org](mailto:mail@boardsource.org), website: <http://www.boardsource.org>. Copyright 2000. Used with permission.