

Colorado Mountain Club
Roles and Responsibilities 10-18-09

The purpose of this document is to begin broad clarification regarding the roles and responsibilities of various components of the CMC throughout the state.





It is an on-going work in process, and the intent is to give a common page to continue dialog for many aspects of the club. Once the concepts are agreed upon, by gradual evolution, we can determine the priorities of work. This gives an opportunity for collaboration by all.



The next step is to write a summary of the statements. For example “Manages Group’s business affairs.” What does that look like? Do all 15 Groups have the same understanding as to what that means? Who needs to participate in that dialogue? Who decides? Probably the Groups deciding for the Groups, with some links into best practices for membership organizations, any regulatory issues that need to be addressed and links into the broader organization. But the club doesn’t currently have a mechanism for that to happen.





Then once the needs are prioritized, then work can begin as to 1) “how” the work might be done, 2) where the Groups need to be consistent with one another and where Groups can develop their work independently 3) the synergy that can be nurtured between entities so folks are not working in parallel isolation 4) what Group tools are needed and who best to develop them 5) coordination needed between staff work and Group work 6) determine what state committees are needed 7) what gaps the club has and how best to address them 9) how the work is consistent with the overall brand of the CMC 9) consistent procedures developed 10) and so on, as things will continue to evolve.

History.

- Summer 08 Group needs committee (summer 08) and questions raised by several individuals.
- April 09. The original working draft was presented at State Council
- Summer 09. Groups were asked for input.
- 10/17/09. Adopted by State Council, as a baseline for further work

 <p>Group Chairs (manual, p. 37) <i>Group chairs serve as the CEO of the Group</i></p> <ol style="list-style-type: none"> 1. Notify Executive Director of current Group Officers (including any mid-term changes), with contact information (names, addresses, e-mails). 2. Ensure that Executive Director has current versions of Group constitutions, bylaws and other permanent governing documents. 3. Send copies of Group minutes to Executive Director. 4. Ensure that Executive Director and Controller have Group financial information in a timely manner <p>Feedback from Groups:</p> <ul style="list-style-type: none"> ○ There should be something about communication of Group Action Plans annually that support the State Board’s Strategic Agendas well as progress against those Action Plans. 	 <p>State Council (from constitution and bylaws) <i>State council is the representative council that votes and works on statewide issues</i></p> <p>Currently the board ad hoc committee is reviewing (April 09 – Oct 09). Individuals from the State Council and Groups are submitted names to join this committee.</p> <p>Under review</p>
 <p>Group Councils</p>	 <p>Groups (done thru council members,</p>

<p><i>Group councils respond to local member interests, and make procedures, standards, and policies for the Group level</i></p> <ol style="list-style-type: none"> 1. Grants a maximum of five (5) courtesy memberships (Constitution). 2. Manages Group's business affairs. 3. Determine council structure and election process. 4. Takes minutes of all council meetings and makes them available to council, staff and state representative assigned 5. Selects State Council representative. 6. Sets Group dues (in contract, the Board sets Statewide dues) 7. Determines Group rules and standards (in contrast, the Board determines state-wide policy). 8. Determines Group budget and financial decisions for Group. 9. Financial accountability for Group monies. 10. Determines the annual plan of work of the Group to support the Board's strategic plan. <p>Input from Groups</p> <ul style="list-style-type: none"> o What does making the Group council meeting minutes available to all mean? 	<p>committees, councils, etc.) <i>Tasks that Groups perform</i></p> <ol style="list-style-type: none"> 1. Organizes, manages and selects trips, classifying the difficulty, and submitting for state publication. 2. Communicates with members, which may include a newsletter. 3. Handles member inquiries and potential new member inquiries 4. Offers programs to members and potential members. 5. Offers trainings and schools to members. Sets the prices. 6. Ensures that the state constitution, bylaws, policies & procedures are followed including those local Group policies & procedures which have been established in support of state policies & procedures 7. Develop and carries out local publicity (including marketing & PR) – See Comment below 8. Oversees that safety practice training is provided to members, leaders, instructors and is available through other media to all parties; investigates accidents or complaints related to safe practices 9. Implementation of state EAP; some Groups have instituted local EAP's which are coordinated with State EAP 10. Maintains local archives 11. Maintains Group web site while in compliance with State website security policies & procedures, and branding 12. Selecting, training and evaluating leaders, and if necessary, releasing leaders upon appropriate investigation of actions deemed to be outside of local Group or State policies and practices 13. Classifies members (if applicable) 14. Handles local grievances and problems.
 <p>Groups Collaborate with staff on (so efforts are coordinated and not duplicated, consistent messaging, and support can be given)</p> <ol style="list-style-type: none"> 1. Some interface with local advertisers 2. Fundraising 3. Some local grievances and problems 4. Some conservation projects and support 5. Lobbying 6. Securing appropriate forest service permits 7. Submitting Group financial documents to state 8. Collaborating on some publications 9. Investigation of fatality or serious injuries 10. Starting a new Group 11. Support for starting a YEP program in a Group 12. Request for acquiring or selling an interest in real property (final approval is the board). 13. Managing risk. 	 <p>Staff <i>Staff support, bring efficiency and have specialty skills.</i></p> <ol style="list-style-type: none"> 1. All items listed in collaboration with Groups 2. All items under the state operating committees 3. Dues processing 4. State-wide web site 5. Membership records 6. Collecting Trip reports and liability waivers 7. Emergency Action Plan implementation and coordination of implementation with Groups 8. Insurance 9. Discounts with other organizations, e.g., AAC 10. CMC organizational roles, functions, and responsibilities (including press, YEP, etc.) 11. Offers programs to members & potential members with coordination at Group Level 12. Fundraising 13. Publications: T & T, Annual report, including

	<p>electronic newsletters, etc.</p> <p>14. Publicity. With others, prepare branded, professional recruitment materials that Groups can easily adapt for their local needs</p>
 <p>Independent Committees</p> <p>1. Nominating committee. Recommends the composition of the Board by identifying, recruiting, and proposing Board members. Also proposes Board officers.</p>	 <p>State Operating Committees</p> <p><i>State operating Committees carries out the overall day-to-day state functions.</i></p> <p>Determines, advises, and/or sometimes carries out operational work that affect multiple Groups, all members, and/or other program beneficiaries, such as</p> <ol style="list-style-type: none"> 1. Adventure Travel committee 2. Conservation committee 3. Leadership and Risk Management committee 4. Legal advisory committee 5. Membership Services committee – See Comment 6. Toponymics committee 7. Web committee 8. Youth Education Program Advisory Committee 9. etc.
 <p>Board Committees</p> <p><i>Board committees act upon assignments from the board, carry out the detailed work for the board, and advise the board. Their work correlates to the majority of items on the board's agenda.</i></p> <ol style="list-style-type: none"> 1. <i>Executive Committee.</i> Recommends actions for approval of the full Board and sometimes acts for the Board, as defined in the CMC constitution. 2. <i>Finance Committee.</i> Reviews, monitors and reports to the Board on the financial matters of the CMC. 3. <i>Joint Development Committee.</i> Colorado Mountain Club & Colorado Mountain Club Foundation Development Committee works with the board of directors of both organizations, executive director/CEO, and development director to sustain and improve the immediate and long term financial solvency of the organizations. 4. <i>Governance and Policy Committee.</i> Ensures the board is effective in its governance of the Club and prepares and refines policy proposals, for Board consideration and adoption. 5. <i>State Council ad hoc committee.</i> Improve the effectiveness of the State Council. 	 <p>State Board (bylaws)</p> <p><i>Manages the overall business affairs of the club, sets policy, sets strategic direction, responsibilities for risk management and finance.</i></p> <p>The Board of Directors shall have and exercise the corporate powers prescribed by law. Its primary functions shall be to make policy and to manage the resources of the Club in a sound manner. The Board of Directors shall further determine the general, program, and financial policies and shall have the power to carry out any other functions that are permitted by law or by the Constitution. These powers shall include but shall not be limited to the following:</p> <ol style="list-style-type: none"> a. Determine the Club's mission and purposes; b. Determine, monitor and strengthen the Club's programs and services; make sure they are consistent with the Club's mission and purposes; c. Review and ratify the Strategic Plan annually; d. Secure adequate resources to fulfill the mission; e. Oversee the effective management of resources. Oversee and approve the budget of the Club and establish policy guidelines for the management of the endowment, all investments, and major fundraising efforts; f. Consider and vote on any motions referred to Board by State Council; g. Appoint and remove the Executive Director on such terms and conditions including without limitation, terms relating to compensation and performance as the Board may deem advisable; h. Authorize the purchase, management, and sale of all land, buildings, or major equipment for use of the Club;

	<ul style="list-style-type: none">i. Authorize the construction of new buildings and major renovations of existing Club buildings;j. Authorize on behalf of the Club the incurring of debts and securing thereof by mortgage and pledge of real and personal property both tangible and intangible;k. Authorize any changes in membership fees and all charges within the Club;l. Authorize Officers or agents of the Club to solicit and/or accept gifts or bequests on behalf of the Club;m. Enhance the Club's public image;n. Assess the board's own performance. Establish and implement a board-training program.o. Ensure legal and ethical integrity and maintain accountability.
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The manual (which includes the constitution and bylaws) referred to above, is available online under the governing documents.

<http://www.cmc.org/about/docs/CMCBoardManual.pdf>