

22.
**Committee Roles
& Responsibilities**

PRACTICE # 26—There will be a board member or board liaison on every committee.

2. The Role of Committees

The primary method by which the board of governors extracts its oversight function is through a series of board-appointed committees. These committees are basically extensions of the board itself. Board committees have three primary functions. They are first of all responsible for developing policies especially related to the department function, which they oversee for subsequent review and approval by the board.

Second, they are also responsible for implementing the board's oversight role related to the specific function to which they are assigned. This oversight role is limited to assuring

two very specific results: first, compliance with all board-approved policies related to that department and, second, to assure congruence and consistence with board-approved strategic performance goals. Except when asked for advice by the responsible department manager or the general manager, board committees have no day-in, day-out management role or responsibilities.

Finally, board committees are a primary mechanism by which the general membership is recruited to become involved in the affairs of their club. Committee work thus becomes an important method of developing and observing a broader pool of backgrounds, experiences and talents from which new members of the board can be recruited each year.

COUNTRY CLUB DIRECTOR OF * AND STAFF ROLES**

	STAFF	ADVISORY COMMITTEE	BOARD COMMITTEE	EXECUTIVE/FINANCE COMMITTEE	BOARD
General Operations	Execute Hire/Fire/Buy	Operating Advice Member Input	Planning and Strategies	Review and Recommend to Board	Vision, Mission, Philosophy
Enforce Club Policies	Enforce Club Rules, Report Infractions to Committees	Review Issues, Propose Solutions to Committees	Write Letters to Correct Member Behavior	Discipline	Appeal Level
Finance	Draft and Later Execute Approved Budget	Provide Input to Draft	Review Draft of Budget, Recommend Revised Draft to Executive/Finance	Review and Recommend Budget to Board, Release Quarterly Capital, Can Approve Changes to Budget up to \$100,000	Approve Budget, Approve Changes to Budget over \$100,000
Human Resources	Hire/Fire/Evaluate Employees	Provide Performance Feedback	Advisory for Key Staff Positions	Select/Evaluate GM, Establish Compensation and Benefits Policies and Programs	Approve Direction and Structure
Media Contact	GM/COO is Spokesman for Club	Refer All Inquiries to GM/COO	Refer All Inquiries to GM/COO	Refer All Inquiries to GM/COO	Refer All Inquiries to GM/COO

Why stick to roles? For legal reasons. We have directors and officers insurance coverage in the amount of \$5 million to protect you; however, we have read of situations where directors stepped out of their roles and subjected their clubs to large exposures.

3. Best Practices for Club Committees

Ronda Montgomery, Ph.D., Associate Professor at the William F. Harrah College of Hotel Administration, University of Nevada/Las Vegas, identified six steps to effective committees. They are:

1. All board committees will be chaired by a member of the board of governors.
2. Committees are responsible for overseeing assigned club functions and providing assurance to the board of adherence to all approved club policies, as well as consistence and congruence with approved club strategic goals in the management of these club functions.
3. One of the functions of the committee organization is to provide appropriate observation of club members for the purpose of later recruitment of new board members. To this end, to the extent possible and where committee membership is not prescribed by club bylaws, it is the club's policy to encourage general members to volunteer for committee service.
4. Individuals will generally be limited to service on only one board committee.
5. Committee members will serve for a term of one year at the pleasure of the committee chairman and the president.
6. Committee members will be limited to three consecutive years of service.

The above three policies (4, 5 and 6 above) are designed as a matter of policy to replace some portion of each committee each year.

These policies have the purpose of extending the privilege of club service to as many members as possible. In addition, they generate the maximum potential for identifying future club leaders. Bylaw considerations preclude applying them strictly to the board itself, though, to the extent possible, board members will be assigned committee chairmanships and committee work with these goals in mind.

National Club Association's Gerard Hurley, in his commentary on club committees, writes:

"In the best of all worlds, project-orientated standing committees and their chairs work in concert with the general manager and the board of directors. Their work should be in harmony with overall club plans and placed into the budget and program authorized and implemented by the board. The club cannot be run by committees, but rather stimulated and supported by them."

Adopting the best practices for club committees, which have been listed in this section, is critical for a smooth-working system of club governance.

PRACTICE # 27—The board and GM/COO will provide committees with concise goals and objectives and clearly delineate to each committee their authority and responsibilities.

I. Club Organizational Information

5. Committee Roles and Responsibilities

RECOMMENDED DOCUMENTS

1. Utilizing Committees (*Director's Guide for Understanding Club Governance*, section III, A - 10) Page 15.
2. Best Practices of Club Committees (*Directors Guide for Understanding Club Governance*, section IV, B - 3) Page 29.
3. Guidelines for Committees
4. Committee Job Descriptions – Select those committee job descriptions that are appropriate for your club. Add your own descriptions for committees not listed. Modify those descriptions that may need to be adjusted to fit your club.
5. Sample Format for Taking Minutes of Committee Meetings

Utilizing the Committee System

Club Committees Scope & Responsibility

Club committees are formed so that the club members not elected to the Board of Directors can have input into the development of policies and programs. By selecting a broad base of members representing different views, management and the board have the opportunity to hear the opinions of the membership on issues of concern.

Committee Chairmen are appointed by the President. The chairmen, with the presidential authorization, have total flexibility and authority on the following:

1. Size of Committee
2. How often the Committee meets
3. Committee Agenda
4. When the Committee meets

The President, Vice President, and Secretary/General Manager are Ex-Officio members of all Committees. Normally, the staff members working in the area of the committees' responsibility attend all committee meetings and make monthly reports. Staff members are responsible for reserving time in their calendars to ensure that they can attend all scheduled meetings.

Committees have the responsibility to analyze the services and operations within their area. They are encouraged to become actively involved in the programming for member events and socials. Committee chairmen are charged with the responsibility of bringing to the board all decisions that might impact the club either operationally or financially. Committees may not spend money but may recommend either operational or capital expenditures to the board.

Usually a member selected to a specific committee has high interest or special expertise in the area of that committee's responsibility. Usually these members are in tune with the pulse of the membership. Occasionally members are only representing the opinions of a small special interest group. All committee decisions need to be judged on their effect on the total club operations. Decisions to appease special interests should be made only if they do not have a negative effect on the rest of the membership.

Much has been written on the role of committees in a private club. The committee system can be a great asset to an individual club, or at the same time, a destructive force that can undermine the best aspects of governance. Gerald F. Hurley, former executive vice president of the National Club Association (NCA), offered the following insights when he authored the *Private Club Leadership Guide*:

- At times, committees need to be stimulated and, at times, they need to be held in check.
- Committees are advisory and do not have the authority to bind or commit.
- The club cannot be run by committee, but rather should be stimulated and supported by them.
- Properly motivated and supported, committees provide a vital communication link.
- Without an understanding of their authority and objectives, committees can put the club in a financial bind that can take years to defray.

He goes on to say that committee orientation should take place similar to board orientation. Committees should be given tasks and objectives, provided budget limitations and held responsible for formulating plans.

Best Practices for Club Committees

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1. All board committees will be chaired by a member of the board of governors.
2. Committees are responsible for overseeing assigned club functions and providing assurance to the board of adherence to all approved club policies as well as consistency and congruence with approved club strategic goals in the management of these club functions.
3. One of the functions of the committee organization is to provide appropriate observation of club members for the purpose of later recruitment of new board members. To this end, to the extent possible and where committee membership is not prescribed by club bylaws, it is the club's policy to encourage general members to volunteer for committee service.
4. Individuals will generally be limited to service on only one board committee.
5. Committee members will serve for a term of one year at the pleasure of the committee chairman and the president.
6. Committee members will be limited to three consecutive years of service.

The above three policies (4, 5 and 6 above) are designed as a matter of policy to replace some portion of each committee each year.

These policies have the purpose of extending the privilege of club service to as many members as possible. In addition, they generate the maximum potential for identifying future club leaders. Bylaw considerations preclude applying them strictly to the board itself, though, to the extent possible, board members will be assigned committee chairmanships and committee work with these goals in mind.

Guidelines for Committees

1. The President is an ex officio member of all committees and should have the courtesy of an invitation to each meeting. He may not have time to attend every meeting during the year, however, and therefore relies on committees' reports.
2. All committees will work through the General Manager, which channels direction through one source and fixes responsibilities. The General Manager and/or a subordinate staff executive should attend every committee meeting. They act as consultants on operational matters and provide professional continuity from year to year. Their presence can save much time and effort when questions of policy, or the effect of decisions on other facets of Club operations are raised.
3. For liaison purposes, a member of the Board of Directors should be assigned to every major committee.
4. Committees are advisors to the Board of Directors and thus have no "command" function over personnel, unless such a duty is specifically assigned by the Board.
5. All committee actions require Board approval, except in those areas where authority to act independently has been delegated. (For example, a committee may have authority to change the opening and closing hours of the pool without reference to the Board, but not the amount of the pool fee.)
6. Every committee should keep records of its meetings, its policy decisions and authorities and render periodic reports.
7. Throughout the year, following each committee meeting, every chairman must submit a report of actions and progresses to the Board for the latter's next meeting.
8. Suggestions or complaints concerning any area of the club should be put in writing, addressed to the Committee Chairman or Board of Directors. Communicating your thoughts in writing allows the recipient time to gather the information required to answer you with more accuracy and detail.

Committee "Job Descriptions"

Executive Committee

Purpose: The Executive Committee of the Board is a standing committee of the Board of Governors. The Committee shall have the powers of the Board of Governors during the interval between meetings of the Board, except those powers that by law or resolution of the Board are reserved to action of the full Board of Governors. Actions and resolutions of the Executive Committee shall require unanimous approval of the members present and voting.

Responsibilities: The Committee may act on behalf of the Board of Governors between meetings of the full Board (as outlined above). In addition, prior to each scheduled meeting of the full Board of Governors it shall review the completeness of the agenda proposed for that meeting to ensure adequacy of information to be provided for Board review. Finally, the Executive Committee of the Board shall act as the Board's Executive Compensation Committee in which role it shall have the following responsibilities:

1. The Committee shall establish all policies relative to the compensation of the senior management of the club, including all direct salary, fringe benefits and bonuses, if any. As used here, senior management is intended to mean the General Manager/Chief Operating Officer and all salaried personnel at the Director level or higher reporting directly to the General Manager/Chief Operating Officer.
2. The Committee shall establish the specific salary, fringe benefits and applicable bonus of the General Manager/Chief Operating Officer only (all others to be established by the General Manager/Chief Operating Officer). The Committee will, however, have oversight function of all senior management compensation to ensure compliance with established policies and congruence with any strategic planning that may have compensation implications.
3. Finally, with respect to bonuses, the Committee shall determine annually the threshold financial performance of the total Club, below which no bonuses may be earned, as well as the total amount of the bonus pool to be distributed to bonus eligible senior managers. The Committee will determine the specific bonus of the General Manager/Chief Operating Officer only, the remainder of the bonus pool to be distributed by the General Manager/Chief Operating Officer. The Committee's oversight function will generally be satisfied by simply reviewing the General Manager/Chief Operating Officer's proposed bonus payments to senior management to ensure compliance with all established policies and guidelines. As a matter of general Committee practice, the General Manager/Chief Operating Officer's recommendation with respect to bonus payments will be accepted. Bonuses may be earned by senior managers in accordance with the following guidelines:
 - a. The General Manager/Chief Operating Officer may earn an annual bonus up to 15% of his or her base salary, the specific level to be determined annually by the Executive Compensation Committee.
 - b. All other members of senior management, i.e., salaried Directors or higher reporting directly to the General Manager/Chief Operating Officer, may earn a bonus up to 10% of their base salary, the specific level to be determined by the General Manager/Chief Operating Officer annually.

Required Composition: The Committee shall be composed of the Officers of the Board of Governors, generally the President who shall be the chairman, the Vice President and the Secretary-Treasurer. Should two offices be combined and held by one individual, the Committee would thus have three members. If the four offices were separated, the Executive Committee would have four members.

Meeting Time: The Committee shall meet at the club office at 11:00 a.m. on the Monday immediately preceding the regularly scheduled Board of Governors meeting. This will usually be the third Monday of each month.

Finance and Audit Committee

Purpose: The Finance and Audit Committee is a standing committee of the Board of Governors, created by the Bylaws to provide advice and make recommendations for the Board of Governors on financial policy, financial management and reporting and other matters affecting the financial well being of the club, both current and long term.

Responsibilities: The Committee shall review, evaluate and when appropriate make recommendations to the Board of Governors as to the following:

1. Financial Reports
2. Financial Policy
3. The Budget Process
4. Financial Authorities and Accountability
5. Internal Control
6. Information Processing and Control
7. The Risk Management Program
8. Compliance with Tax and Other Government Regulations
9. Capital Expenditure Practices
10. Ensure the audit process, conducted by independent auditing firms
11. Such other matters as the committee deems advisable or the Board of Governors may direct.

The Committee is also the Audit Committee of the Board and shall make recommendations to the Board of Governors with respect to the selection of a Certified Public Accountant to audit the financial records of the club. Further, it should determine the scope of such audit, and evaluate the results of the annual audit and report and recommend to the Board of Governors all significant items affecting the welfare of the club.

The Committee shall require periodic reports from management on any litigation or outstanding contingencies and make appropriate recommendations to the Board of Governors.

All contracts which bind the club to more than one year and constitute a financial commitment of more than \$5,000 must be authorized in advance by the Finance Committee, and the General Manager shall appraise the Committee and all other contracts binding the club for more than one year.

The Committee shall review and evaluate all capital expenditure authorizations which are proposed to be deferred or eliminated, all capital expenditures proposed to exceed budget amounts by 10% or \$500 and all budgeted items of \$25,000 or more and make appropriate recommendations to the Board of Governors. All items coming before the Finance Committee and coming before the Board of Governors shall include an ongoing cumulative summary of capital expenditures compared to budget as of that date.

The Committee shall report to the Board of Governors at each Board meeting through the submission of meeting minutes by the Committee Chair.

Required Composition: Five or seven, two of whom shall include the TLC Treasurer and one Board member.

Meeting Time: Monday prior to Board meeting at 8:00 a.m. (Operations)

Golf Committee

Purpose: The Golf Committee is an extension of the Board of Governors of the club and as such, is responsible for extending the Board's general governance function to specific oversight of the golf program.

Responsibilities:

1. Development of policy relative to all golf programs and operations at the club and make recommendations to the Board of Governors for their adoption.
2. Provide oversight of all golf operations at the club and make periodic reports to the Board of Governors regarding the implementation of all golf related policies.
3. Assist in any and all ways possible as requested by the Director of Golf Operations in his implementation of Club policies related to golf operations. This could include, but is not limited to:
 - a. Assisting the Director of Golf Operations in developing and communicating to members a comprehensive program for golf opportunities.
 - b. Ensure that play is conducted under the Rules of Golf established by the United States Golf Association, including the establishment and maintenance of an approved handicap system.
 - c. Recommend the club's "Rules of Golf" for approval by the Board and assist the Director and staff in their enforcement, including reporting repeat offenders to the Board's Rules Infraction Committee and assisting in resolving any disputes arising in the golf program.
 - d. Evaluate requests from non-members guests for golf outings and recommend approval as indicated.
 - e. Assist the Director in promotion of Club events such as member-guest tournaments.

Required Composition: Seven or nine (with one Board member) who are active in the golf program. In addition, the Chair of the Green Committee, President of the LWGA and the two invitational tournament chairs are ex-officio members of the Committee.

Meeting Time: First Thursday of each month at 3:30 p.m. (Operations)

Green Committee

Purpose: The Green Committee is an advisory/support/member communication link to golf maintenance. They will ensure that golf course and landscape maintenance standards that were set by management, the Board of Governors and approved budgets are met according to the quality and competitive levels members desire.

Responsibilities:

1. With the Director of Golf Maintenance, coordinate with the Golf Committee and the General Manager to ensure that the plans of both committees are in harmony.
2. Establish the set-up of the club's six golf courses, including defining what are integral parts of the course, specifying grass heights of fairways and roughs, green speeds, designating teeing grounds and flagstick placements, all course markings of out of bounds, hazards, ground under repair, immovable obstructions, etc., and coordinate their implementation with the Golf Committee.
3. Communicate all member wants and needs, complaints, etc. directly to the director of Golf Maintenance or in his absence the designated manager. Ensure that all items of concern are addressed with action plans and execution. Communication back to members is vital.
4. Monitor and respond to all member criticisms.
5. Become conversant with the general climactic and infestation pressures faced by the Director of Golf Maintenance and staff so as to understand equipment and chemical needs.
6. Ensure that superintendents have the authority to close the course because of adverse weather or turf conditions and deny use of golf carts. Assure a chain of responsibility in the event of a superintendent's absence.
7. Assist and advise the Director of Golf Course Maintenance on operational plans and budgets.
8. Assist the Director and staff in complying with all regulations concerning the application, handling and storage of all hazardous substances and underground storage tanks.
9. Assist the Director and staff with capital equipment purchase/replacement plans to ensure that equipment will be sufficient to meet the club's maintenance and grooming objectives.
10. Be observant to the demands placed on the courses and alert the Green Committee if proper maintenance and care are being threatened. If deemed necessary, the Chairman will communicate these concerns to the Board of Governors.
11. Ensure that the Director of Golf Maintenance has operational authority and control over the maintenance staff. The Director has reporting responsibility only to the General Manager and coordinates with the Chairman.
12. Ensure that ongoing and preventative maintenance is performed on mechanical, plumbing, electrical and structural concerns for all maintenance facilities.
13. Assist and advise the Director of Golf Maintenance with environmental regulations, water use permits, etc.

Required Composition: Seven or nine members (with one Board member) who are active golf members. A balanced committee consisting of high/low handicaps and representation of ladies golf is desirable. In addition, the chair of the Golf Committee is an ex-officio member of this Committee.

Meeting Time: Second Wednesday of each month at 3:30 p.m. (Operations)

House Committee

Purpose: A standing Committee of the Board of Governors. Ensures that food and beverage standards of quality and service are maintained at the highest possible level consistent with overall club objectives. Provides oversight of all food and beverage operations with particular attention to hours of service, food and beverage price structures, social activities and member satisfaction. Assists and counsels with the Director on matters pertaining to maintenance of clubhouse facilities and interior decoration.

Responsibilities:

1. Monitors performance, plans and results to assure fiscal responsibility. All plans and recommendations must meet the budgetary constraints set up by management and the Finance Committee.
2. Via the Chairperson, makes periodic reports to the Board of Governors regarding implementation of all food and beverage policies.
3. Assists the Director in responding to changing conditions as they relate to food and beverage operations. Assists the Director in promoting club events and activities.
4. Evaluates requests from members, staff and Board. If committee adopts any requests, makes recommendations for procedures to Director for implementation. (See item #5 regarding club policies.)
5. Follows club method for Board Action regarding policy: Recommendations approved by a majority of the House Committee are brought to the Board by the Chairperson. The Board may accept, modify or reject them. When rejected or modified, they go back to committees that can recommend policy action.
6. Provides support, advice and guidance to assist the Director in realizing Board approved goals and in implementing policy action.
7. Monitors clubhouse facilities with special focus on condition of interior decorations and their maintenance at the highest possible levels. Evaluates plans and information in order to make recommendations to the Board.
8. Recommends to the Board short- and long-range strategies focusing on enhanced membership satisfaction and participation in club activities that are within the House Committee's jurisdiction.
9. Provides a communications link between members, the Board and management in matters of House Committee concern.
10. Performs such other duties as may be assigned by the Board.

Required Composition: Five or seven members, including two Board of Governors.

Meeting Time: Fourth Wednesday of each month at 3:00 p.m. (Operations)

Membership, Marketing and Communications Committee

Purpose: To provide an oversight function to the Board of Governors and ensure that all requests for and about Club membership are processed in accordance with Club bylaws and make recommendations to the Board of Governors. To ensure the most effective and timely two-way communication between the Board of Governors, members and prospective members. To review current marketing of the club memberships and seek the most effective methods of accomplishing this task. To coordinate Membership, Marketing and Communications Committee activities with The Association, The Yacht Club, the Marketing Organization and pertinent other individuals and/or groups as needed.

Responsibilities:

1. Review classes of membership and recommend optimal membership levels within the limits established by the subscription agreement.
2. Develop membership policy recommendations for prospective applicants and review processing of membership applications.
3. Keep abreast of current membership roster, turnover rate and any underlying trends to recommend short- and long-term strategies to the Board.
4. Monitor membership developments and trends of comparable equity clubs and assist in developing marketing plans for Club memberships.
5. Advise and consult to establish and maintain control of membership policies, recommending bylaw changes to the Board as necessary. Review individual requests for exceptions and recommend appropriate action to the Board.
6. Recommend member services to attract new members and enhance service provided to our current members.
7. Monitor and enhance new member orientation in concert with other pertinent committees.
8. Maintain close liaison with the Association, The Yacht Club, Branigar and the National Marketing committee and be responsive to their needs in communicating their plans and programs to our members, assisting where needed.
9. Review our methods and means of communication with our members, recommending changes and enhancements as appropriate.
10. Advise and consult regarding establishment of member/community database.
11. And such other duties as may be assigned by the Board.

Required Composition: Seven to nine members including two Board of Governors.

Meeting Time: First Tuesday of each month at 3:00 p.m. (Boardroom)

Strategic Planning Committee

Purpose: A standing committee of the Board of Governors. To recommend long range overall plans for the utilization of the club's properties and other assets to maximize their benefits to the membership.

Responsibilities: To develop a planning process that continually looks to the club's future. Among other things, such a plan must consider future membership limits, economic and population projections, property ownership or disposition, and other factors affecting continued acceptance of the Island as a place to live and Club as a primary attraction for residents.

Required Composition: Ten, including the Ex-president, President, All Board members.

Meeting Time: As called

Tennis Committee

Purpose: The Tennis Committee (the Committee), under the direction of the Chairman of the Tennis Committee, is responsible to the Board of Governors of the club (the Board) for the direction and operation of the tennis program.

The Committee will establish and monitor tennis policies, programs and activities in conjunction with the director of Tennis to assure that all members and their families are provided opportunities to participate in the programs and utilize the facilities.

Responsibilities:

Provide a committee structure which assures all participating members representation of their needs, issues, goals and concerns.

Establish guidelines for a broad program of activities and events to assure that the Director of Tennis provides programs of instruction and competition for members of all skill levels.

Develop, publish and maintain a set of goals and objectives for tennis programs. These goals and objectives should include, but not be limited to:

- Ensure that tournaments and social events adhere to the USTA rules.
- Establish a set of local rules and procedures for tennis play/periodically update.
- Develop, coordinate and promote club mixers, championships, etc.
- Actively work with the Director of Tennis in developing and communicating a comprehensive tennis program.

Assign specific oversight responsibility to individual committee members for the monitoring of tennis activities and facility operations.

In all aspects of tennis operation, develop a communication campaign to advertise and promote tennis at the club.

At all times, taking those actions which are necessary to build a healthy and effective tennis program with the advice and consent of the club Board.

Required Composition: Seven or nine members, including one Board member.

Meeting Time: First Monday of each month at 4:00 p.m. (Operations)

Fitness, Pools and Athletics Committee

Purpose: The purpose of the FPA Committee, working with the Department Manager, is to provide members and guests with highest quality facilities and programs which meet the needs of all age levels.

Responsibilities:

1. To provide members with current "state of the art" equipment and programs at the Fitness Center and aquatic facilities.
2. To maintain the fitness and aquatic facilities in the best conditions possible, to prevent possible injuries to both members and staff.
3. To meet the budget goals set by the Board of Governors.
4. To offer friendly and sincere service.

Required Composition: Five or seven members, including one Board member.

Meeting Time: First Wednesday of each month at 4:00 p.m. (Operations)

Rules Infraction Committee

Purpose: A standing Committee of the Board of Governors. To ensure enforcement of the rules and regulations of the club according to the Bylaws.

Responsibilities: To review any violation of a Club rule or regulation which is referred by management in written form. The committee is responsible for corresponding with the member in violation and recommending to the Board the proper action, up to and including recommendation for revocation of membership privileges.

Required Composition: Three, including one Board member.

Meeting Time: As required

Nominating Committee-Board Candidates

Purpose: A standing Committee of the Board of Governors. To establish a slate of candidates for election to the Board of Governors.

Responsibilities: The committee is responsible for selecting potential candidates to fill the number of slots available, interviewing those candidates and establishing a slate of candidates for the annual election. The slate of candidates should represent a cross-section of the membership and be able to fill the necessary open positions.

Required Composition: Seven: Three Board members, including a chairman (who can serve only one term as Chairman) all with a different term expiration date, and four equity members.

Meeting Time: As called during nominating process

Nominating Committee-Board Officers

Purpose: To establish a slate of candidates for election as officers of the Board of Governors.

Responsibilities: This committee is responsible for nominating Board members who will consider filling the positions of President, Vice President, Secretary and Treasurer for the following year and submitting those nominations to the outgoing Board at its December meeting.

Required Composition: Three outgoing Board members (President is organizing chairman)

Meeting Time: As called during nominating process

Property Committee

Purpose: The vision of the Property Committee is to provide the oversight function of the club Board of Governors for the construction, maintenance and renovation of all physical facilities, with the exception of the golf courses, owned and operated by the club. This oversight committee will ensure that the quality of the club's physical facilities are congruent with the club's stated mission to provide high quality services and programs and that budgeted expenses for repair and replacement of its physical facilities are consistent with this mission.

Responsibilities: The specific mission of the Property Committee will be:

1. To work with the club management to develop, and present for Board approval, plans for renovation and/or replacement of Club facilities.
2. To ensure appropriate levels of maintenance are established for all Club facilities and equipment and review and monitor preventive maintenance programs.
3. To ensure compliance with all applicable building code and safety regulations.
4. To maintain liaison with appropriate Club Committees on issues pertaining to interior design and decoration.
5. To review the status of the club's Repair and Replacement Fund as well as proposed budgets for facilities capital and operating expenditures to ensure the funding for repair and replacement of Club physical facilities is consistent with the club's stated mission of providing high quality services and programs.
6. To provide support to club management in areas related to physical facilities.

Required Composition: Five or seven members, two of whom shall be Board members.

Meeting Time: First Monday of each month at 9:00 a.m. at the club Operations building.

Insurance Sub-Committee

Purpose: A sub-committee of the Finance & Audit Committee. To ensure that the club has full and proper insurance protection.

Responsibilities: The committee is responsible for reviewing and establishing levels of insurance necessary to protect the club from loss due to property damage and from any liability due to claims made against the club, or persons acting on behalf of the club, subject to deductibles approved by the Board of Governors.

Required Composition: Three or five members. One Board member from Finance & Audit, four equity members.

Meeting Time: As required

Human Resources Committee

Purpose: The Human Resources Committee is a standing committee of the Board of Governors established to provide guidance in developing and recommending policies to the Board related to the human resources function of the club, and to provide oversight of the management's implementation of those human resources policies adopted by the Board.

Responsibilities:

1. To assist management in developing new, or modifying old, human resources policies to be recommended to the Board.
2. To review and approve all unbudgeted salaried positions.
3. To review management programs and procedures designed to implement Board-approved human resource policies, including but not limited to, employment practices, employee compensation and benefit programs and employee safety and training programs.
4. To make periodic reports to the Board through the Chair of the Committee pursuant to both its policy development and its oversight function.
5. To perform such other duties as may be assigned by the Board.

Required Composition: Three or five Board Members

Meeting Time: Second Tuesday of each month at 3:00 p.m. (Operations)

V. Sample Format For Taking Minutes of Committee Meetings

(These should be printed ahead of time with enough room for notes on topics discussed during a meeting.)

COMMITTEE NAME: _____

DATE OF MEETING: _____ TIME CALLED TO ORDER: _____

Members of the Committee:

Present

Absent

<u>Members of the Committee:</u>	<u>Present</u>	<u>Absent</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Statement of objective(s) of meeting or brief review of the AGENDA:

Review date(s) of future meeting(s):

Discussion of AGENDA items:

Who to Handle

When

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Unfinished Business:

Who to Handle

When

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

New Business:

Who to Handle

When

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
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_____	_____	_____

Adjournment Time: _____ **Signed:** _____