

***COMMITTEE OPERATIONS***  
***PROCEDURES MANUAL***



**MDRT**

The Premier Association of Financial Professionals<sup>®</sup>

**Diversity Statement**

The Million Dollar Round Table is committed to serve its diverse constituency of members. Based on its core values of sharing ideas, increasing productivity, professionalism and maintaining high ethical standards, MDRT will promote policies, programs and procedures that recognize and affirm diversity for the benefit of MDRT members and the financial services profession.

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## GENERAL PROCEDURES

### A. General

Group action is characteristic of successful association operation. Committees are the work force of the association. The major effectiveness of the association's service to members, the insurance industry, and the business public, rests upon the committee organization. The following characteristics and principles apply to MDRT committees:

1. Standing committees are those which operate year-to-year on a continuing basis. The Divisional Vice Presidents, Committee Chairs and members are invited by the President or President-elect. Committee Chairs report to a Divisional Vice President.
2. The work of committees should always justify the investment both in time and money. This means that they should be working within the scope of the committee's basic function and that the members are prepared to undertake the required activity and be properly prepared to contribute to the objectives of these working groups.
3. The principles of effective group action should be applied whereby the individuals can work as a group and through the process of give and take, arrive at joint decisions and recommendations which are in the best interest of the Million Dollar Round Table and the majority of its members.
4. The function of a committee is to recommend, plan, develop and to implement the approved committee specific assignments.
5. To move forward with any committee action, the implementation steps and timeline require unanimous agreement by the Executive Committee Liaison, Divisional Vice President, Committee Chair and Staff Liaison. If any one of these individuals disagree with the implementation steps, the matter must be referred to the MDRT Executive Committee.
6. Any new initiatives that are not a direct implementation of a committee specific assignment must be submitted to the MDRT Executive Committee in the form of a recommendation to include implementation steps and timeline.
7. Any recommendation that falls within the responsibility of another committee is to be submitted to the responsible committee for review and consideration.
8. Committee recommendations should be presented clearly and concisely to the Executive Committee/Management Council with adequate supporting documents and definitions of alternatives to insure a basis of decision. The Executive Committee Liaison should coordinate with the Divisional Vice President, Committee Chair and Staff Liaison to insure that all recommendations are presented with complete supporting data, to include reference to the MDRT Strategic Plan, implementation steps, timeline and all costs to complete the recommendation. Wherever possible, alternate recommendations and supporting data should be provided. Any recommendation that requires additional funding must be submitted to the MDRT Finance Committee prior to review by Management Council/Executive Committee.

9. Each Committee Chair should be aware of the MDRT Round the Table magazine deadline schedule. Cooperation of each Committee Chair is solicited in submitting articles about his/her committee for possible inclusion in the magazine.
10. Although the primary responsibility of each Committee Chair is to carry out the specific function assigned, it is equally important that there is an awareness, as well as knowledge, of the role and function of all MDRT committees making up the whole. There are important interrelationships with other committees which should be observed.
11. The Committee Chair, Divisional Vice President, Executive Committee Liaison and the Staff Liaison of the committee should follow proper planning methods and good organization practice to insure that meetings have a sound agenda. Committee Chairs must be mindful of cultural differences and actively encourage all members to participate during the committee meeting.

### **B. Policy and Guidelines for Committees**

1. All plans for committee meetings shall be coordinated with appropriate Divisional Vice President, Committee Chair and Staff Liaison.
2. Committees shall not schedule meetings at or during the MDRT Annual Meeting, Top of the Table Annual Meeting or other major meetings of related insurance associations, i.e., NAIFA, SFSP, AALU, etc. This is a distraction and discourteous to sponsoring associations.
3. All committees shall meet at MDRT International Headquarters unless specifically authorized by the President to meet elsewhere. It is recommended that all such meetings be one-day, fly-in functions where possible, thereby conserving on member's time and MDRT resources. This takes full advantage of MDRT's close proximity to O'Hare Airport and, with careful planning, permits a full and productive committee contribution.
4. There should be no meeting of the Million Dollar Round Table, Top of the Table and/or any other divisional or committee meetings scheduled on any major religious holidays.
5. Quorum for Meeting. If less than a clear majority of the members of any committee or task force are able to attend a scheduled meeting, the Committee Chair shall cancel such meeting and reschedule at a more opportune time.
6. Privileged Information. During the course of committee service, Committee Chairs and committee members will be privy to information, ideas and projects in the formative or embryonic stage which are sensitive in nature. Often such ideas and projects never materialize. Good judgment should be exercised in discussing such matters with peers or others, particularly where the subject is a sensitive one.
7. Distribution of minutes. Minutes or reports shall not be released to another committee without approval by the Divisional Vice President. Copies of all minutes shall be sent to the Divisional Vice President and Executive Committee Liaison and, where approved for

release, shall be available to all other Divisional Vice Presidents and Committee Chairs on request.

8. **Consultants.** No use of outside consultants made without specific Executive Committee approval. Future commitments to speakers or consultants on behalf of the Million Dollar Round Table shall always be preceded by written agreement on the proposed fee and/or expenses and are subject to the approval of the Executive Committee.
9. **Contracts of Services.** A contract shall be defined as an agreement which commits MDRT to any use or expenditure of its resources, including money, staff labor or institutional backing. All contracts of service, to include commitments to speakers or consultants, must be executed by MDRT staff. MDRT members are not authorized to enter into any agreement on behalf of MDRT. The following policies shall apply to all contracts and/or contract negotiations:
  - a. All such agreements shall be in writing. There shall be no verbal commitments making or implying a contractual agreement on behalf of the Million Dollar Round Table.
  - b. All contracts, except those specifically excluded below, shall be written and shall be reviewed and approved by the Executive Committee prior to final negotiation. This shall include any Annual Meeting contracts negotiated prior to formal adoption of a detailed Annual Meeting budget.
  - c. All contracts for which previous budget provision have not been made shall be reviewed by the Finance Committee for a recommendation to the Executive Committee.
  - d. All contracts shall be executed by the CEO provided that:
    - 1) A contract in excess of \$10,000, but not previously budgeted, shall require approval of the full Executive Committee and, at their discretion, review by legal counsel.
    - 2) A contract for less than \$10,000, but not previously budgeted, shall require the approval of the Finance Committee.
10. **Coordination of All Proposed Surveys or Mailings.** Any survey, mailing or sampling involving 100 or more respondents shall require Executive Committee approval. The approved surveys and communication shall carry the signature of the President unless otherwise agreed upon. Advance preparation is essential to avoid proliferation of individual requests and to promote coordination of data collection for several different projects at one time.

Further, to reduce the proliferation of membership polling, the creation of a "master survey" to be distributed to members no more than once per year.

11. Accuracy of Material Published by MDRT. The Executive Committee will not approve any proposed products which are submitted in a draft form. All submissions for approval will be of the final product, reviewed for accuracy and ready for production.

No products will be put into production until all reasonable efforts have been taken to assure accuracy. Products of a technical nature will first be submitted to a technical expert for review. Under no circumstances will production schedules be set until technical approval has been obtained.

Every product marketed by MDRT will be reviewed at least once every 24 months by the committee which produced it or, if none, the Marketing and Communications Department. The purpose of the review will be to assure accuracy and continued relevance and viability as a product. All technical products will be reviewed at the next committee meeting following tax or legislative changes which may affect the product.

12. Air Travel Expense Reimbursement:

- a. Members flight reservations are made as far in advance as possible and used by MDRT's official travel agent. Members fly into and out of O'Hare, as other airports are some distance away.
- b. As a Committee Chair and DVP, the Executive Committee has approved these roles for best available business class airfare for international travels comprising of eight or more hours. All other committee members roles will be required to travel using the best available coach airfare.
- c. In addition, the Executive Committee unanimously approved to allow MDRT committee members to choose direct flights.

13. Fiscal and Budget Provisions:

- a. An amount is budgeted for normal committee operations to cover known projects, committee meetings (transportation, lodging, meals, tips, telephone, etc.). Health club, movies, entertainment, travel insurance and liquor expenses are not reimbursable items.
- b. Where first reviewed by the Finance Committee and then approved by the Executive Committee, funds for special/specific projects shall be provided. The measure of worth to all members plus final manageability shall be the basis for such approval.
- c. Any expenditure by a standing Committee Chair shall require the approval from the Executive Committee liaison, the Divisional Vice President and the Staff Liaison.
- d. Any expenditure of funds over those budgeted in excess of \$10,000 shall require review of the Finance Committee and approval by the Executive Committee. Those less than \$10,000 shall require approval by the Finance Committee.

- e. An amount has been budgeted to cover meetings of the Management Council and attendance of the Divisional Vice Presidents to all committee meetings within their respective division.
- 14. Reimbursement for Divisional Vice Presidents and Committee Expenses. All Divisional Vice Presidents, Committee Chairs and members shall be reimbursed for out of pocket expenses incurred on behalf of the MDRT for:
  - a. Postage, telephone and copying.
  - b. Approved travel (air, auto, taxi, bus, train), hotel, meals and tips, submitted on approved MDRT reimbursement forms with all appropriate receipts (see Exhibit A).
  - c. Automobile allowance is the same as allowed by IRS regulations.
  - d. Expenses of spouses, travel insurance, entertainment, movies, health club and liquor will not be reimbursed.
- 15. Committee Performance Evaluation. Each Committee Chair will receive a form on which he/she will evaluate the performance of his/her committee members. Copies will be sent to the Divisional Vice President and/or the appropriate Executive Committee Liaison for their endorsement.
- 16. Advertising and Press Releases. Press releases arranged by or on behalf of members in MDRT leadership roles should be reviewed by the MDRT Marketing and Communications Department for accuracy and content. MDRT should so advise the companies represented within the MDRT and all those identified with the MDRT leadership.

**C. Guidelines for Reports and Recommendations to the Executive Committee/ Management Council**

The format and depth of committee minutes, reports and recommendations can have a decided bearing on actions and reaction. The following guidelines, if used, would be helpful to both parties:

- 1. Minutes of meetings and reports should follow a simple but uniform format, in which the committee actions are clearly defined. MDRT staff is familiar with this format and should be able to assist any Chair.
- 2. Reports which contain many and varied recommendations, with little or no supporting material, are usually the most difficult to deal with effectively. It is helpful if the committee confines itself to a few carefully developed recommendations, well documented and supported with facts, implementation steps, timeline and budgets.
- 3. Any recommendation that requires funding that has not been budgeted must be submitted to the Finance Committee prior to review by the Executive Committee.
- 4. The best reports also contain alternate as well as primary recommendations, thereby enabling the Executive Committee to weigh considerations and exercise its own

judgment of how the recommendations will best be coordinated with other MDRT efforts.

5. Committee Chairs should avoid the inclusion of recommendations which could be interpreted as self serving, frivolous or out of character with the high standards of MDRT. These can detract from the substance of an otherwise worthy report.
6. Recommendations that fall within the responsibility of another committee are to be submitted to the responsible committee for review and consideration.
7. There shall be regular communication between the Committee Chairs and the Divisional Vice Presidents, as well as between the Executive Committee Liaison and the Divisional Vice President, including progress reports for the Executive Committee by the Divisional Vice Presidents in accordance with the approved reporting schedule.
8. Each Committee Chair shall submit to the Divisional Vice President necessary revisions for a final report of activities, progress and results.
9. All reports of Divisional Vice Presidents shall be distributed to the full Management Council.



**POSITION DESCRIPTIONS****EXECUTIVE COMMITTEE LIAISON****General Function**

Each division and/or committee has been assigned an Executive Committee Liaison. The basic function of the Executive Committee Liaison is to assist the Divisional Vice President (DVP) in performing the DVP's duties and responsibilities. The Executive Committee Liaison will have a broader view of the organization than the DVP and will use his/her experience and knowledge to coach the DVP how to best perform their role.

**Criteria**

- 1) Qualifying and Life
- 2) 10-year or more of MDRT membership
- 3) Service as Divisional Vice President
- 4) Should have attended 4 of the last 6 MDRT Annual Meetings
- 5) Served on an MDRT assignment during past 5 years
- 6) Members must have professional designation
- 7) Service on 3 or more different committees
- 8) Members should have 4,000 points to his/her credit
- 9) Members receiving disciplinary action in the past 5 years are not eligible

**Specific Responsibilities:**

- 1) The Executive Committee Liaison is knowledgeable in the affairs and activities of MDRT and will recognize the fiscal and legal responsibilities of the Executive Committee.
- 2) Review with the DVP the MDRT Governance model in detail and ensure the DVP does the same for the Committee Chairs. The decision-making process is inherent in the model and the Committee Chair, Divisional Vice President, Executive Committee Liaison and Staff Liaisons are expected and empowered to make decisions.
- 3) Prepare the DVP for the Management Council Meetings in the following areas:
  - Explain that all recommendations need not be presented at the Fall Management Council Meeting and some might save some for the Spring Management Council Meeting.
  - Advise them when it might be best to withdraw a recommendation.

- Make sure they understand they are nurturing Committee Chairs to be future DVPs.
- 4) Provides advice and counsel, as needed, to the Divisional Vice President.
  - 5) Generally it is not necessary for the Executive Committee Liaison to attend the committee meetings; this is the DVP's job. There are exceptions due to the nature and importance of the committee work and they are listed below:

Annual Meeting Program Development (First Vice President)  
Annual Meeting Ambassadors (First Vice President)  
Member Communication (Second Vice President)  
Finance (Past President)  
Top of the Table (Past President)  
MDRT Foundation (Past President)

Therefore, it is important that to make sure the DVP, Committee Chair, Committee Members, and Staff copy you on all correspondence and e-mails regarding the work they do.

- 6) It is the responsibility of the Executive Committee Liaison to communicate directly and forward information to other members of the Executive Committee when information relates to the DVPs and Committees with whom they liaise.
- 7) Immediately following an Executive Committee meeting, it is the responsibility of the Executive Committee Liaison to communicate to the DVP the Executive Committee's decisions and actions.
- 8) Help the DVP when he/she has barriers or problems, remind the DVP to call you for assistance. If there is a problem with staff, the DVP should call you and you should communicate with the Executive Vice President.

## Leadership Team

The Executive Committee Liaison, Divisional Vice President, Committee Chair and Staff Liaison are equal partners with equal votes. The committees are authorized, as long as all four responsible decision makers agree on the implementation steps (and the action is within the committee budget), to move forward with the implementation of committee charges. All four partners together are to determine the timetable and procedure for implementation. If any one of the four disagrees, the issue will be forwarded to the full Executive Committee.

## DIVISIONAL VICE PRESIDENT

### General Function

The Divisional Vice President (DVP) serves as a member of the MDRT Management Council to provide leadership for the Million Dollar Round Table and to set a strong course for its future. DVPs are to participate in leading and influencing MDRT. Policy decisions require Executive Committee action. The DVP is primarily responsible for the directions, actions and results of the committees within the division. DVPs are not to become involved in staff operations. The DVP will be knowledgeable in the affairs and activities of the MDRT and will recognize the fiscal and legal responsibilities of the Management Council. The Divisional Vice President's role is to help ensure the Round Table assesses the needs of the members and of the industry it serves and develops a plan for the future which the Round Table can follow even though the top leadership changes each year.

### Criteria

The MDRT Policy Guide defines the criteria for selection to MDRT leadership positions. To be a DVP candidate, one should:

- 1) be a current Qualifying and Life or Qualifying member;
- 2) have been a Chair in the division within the last five years;
- 3) have not been DVP in the division in the last five years;
- 4) have served on PGA or MCC
- 5) have attended a MDRT meeting as a member (Annual Meeting, Experience Meeting, Top of the Table Meeting) for 4 or more of the past 6 years. 3 or more must have been the MDRT Annual Meeting. Only one meeting per year counts toward the 4 meeting minimum.
- 6) have a 90 percent or better average score on the MDRT Experience Evaluation.
- 7) have accumulated at least 2,000 points of committee
- 8) Members receiving disciplinary action in the past 10 years are not eligible

### Basic Function

The basic function of the DVP is to lead and direct the Committee Chairs within the division on the completion of the committee specific assignments as defined by the Executive Committee and to represent the committees within the division and their recommendations to Management Council and the Executive Committee.

### Specific Responsibilities

- 1) Recommends candidates for Committee Chairs in the division.

- 2) Serves as a member of the Management Council and attends the Management Council meetings in June, November and Spring (April/May).
- 3) Reviews committee assignments as defined by the Executive Committee and clarifies with the Executive Committee Liaison.
- 4) With the Committee Chairs, selects committee members and committee meeting dates.
- 5) Reviews committee agendas to assure adequate coverage of all committee specific assignments.
- 6) Attends committee meetings in the division as the Management Council representative and provides advice and counsel as needed; but does not lead the committee meeting as this is the responsibility of the Committee Chair.
- 7) Immediately following a committee meeting, it is the responsibility of the DVP to communicate to the Executive Committee Liaison the committee's decisions and pending recommendations and actions. In the event there is disagreement with a recommendation, all parties should hold a conference call to discuss the situation.
- 8) Submits timely reports documenting activities, recommendations and results to Management Council and the Executive Committee.
- 9) Keeps the Executive Committee Liaison informed of the status of recommendations and actions.
- 10) Evaluates contributions of Committee Chairs and reviews Chair evaluations of committee members.
- 11) Recommends any changes or new specific assignments for next year.
- 12) Helps identify leadership talent and recommends future DVPs and Committee Chairs.
- 13) Orients incoming DVP to status of specific assignments and tasks remaining.

### Reporting Relationship

Reports to the Executive Committee Liaison.

### Leadership Team

The Executive Committee Liaison, Divisional Vice President, Committee Chair and Staff Liaison are equal partners with equal votes. The committees are authorized, as long as all four responsible decision makers agree on the implementation steps (and the action is within the committee budget), to move forward with the implementation of committee specific assignments.

All four partners together are to determine the timetable and procedure for implementation. If any one of the four disagrees, the issue will be forwarded to the Executive Committee.

## COMMITTEE/TASK FORCE CHAIR

### General Function

The Committee Chair is to direct the efforts of the committee or task force in the completion of the specific assignments necessary to accomplish the objective established in the committee specific assignments. The assignment of charges to specific committees helps the Executive Committee and Management Council clarify and strengthen the efforts to guide the Round Table's operations and to ensure evaluation of the results.

### Criteria

The MDRT established criteria to make selection of MDRT leadership positions more uniform and fair. To be a Committee Chair candidate, one should:

- 1) be a current Qualifying and Life or Qualifying member (recommendations of Life members to serve are subject to Executive Committee review);
- 2) have been a member of the committee within the last five years;
- 3) have not been a Chair of the committee within the last five years;
- 4) have not been a DVP of the committee in the past five years;
- 5) have attended an MDRT meeting as a member (Annual Meeting, Experience Meeting, Top of Table Meeting) for 3 or more of the past 6 years. Two or more must have been the MDRT Annual Meeting. One meeting per year counts toward the 3 meeting minimum requirement.
- 6) have a 90 percent or better average score on the MDRT Experience Evaluation.
- 7) have served on PGA or MCC
- 8) Members receiving disciplinary action in the past 10 years are not eligible

In addition to the above, the Chair of the Finance Committee should:

- 9) have been a Finance Division member within the last two years;
- 10) have served on PDC or PGA.
- 11) should be at least one Chair with no Chair experience; one Chair from a non-North American country; and, the composition of Chairs should reflect production diversity.

### Basic Function

The basic function of the Committee/Task Force Chair is to direct the members and activities of the committee to ensure it meets its objectives and goals.

### Specific Responsibilities

- 1) Attends the Committee Chairs meeting.

- 2) Understands, accepts and supports the committee specific assignments.
- 3) Recommends committee members to the DVP/Management Council.
- 4) Selects committee meeting date in conjunction with DVP.
- 5) Works with Staff Liaison to develop committee meeting agenda.
- 6) Informs committee members of the specific assignments and their individual contributions and responsibilities.
- 7) Presides over committee meeting to ensure adherence to the major issues and purposes.
- 8) Motivates and encourages active participation by committee members.
- 9) Reviews draft of committee minutes prepared by Staff Liaison.
- 10) Prepares committee report with recommendations (if appropriate) for DVP.
- 11) Keeps committee members informed on status of recommendations and actions.
- 12) Evaluates contributions of committee members and helps identify leadership talent.
- 13) Anticipates, where possible, future needs of the committee and communicates these to the DVP.

### **Reporting Relationship**

Reports to the Divisional Vice President.

### **Leadership Team**

The Executive Committee Liaison, Divisional Vice President, Committee Chair and Staff Liaison are equal partners with equal votes. The committees are authorized, as long as all four responsible decision makers agree on the implementation steps (and the action is within the committee budget), to move forward with the implementation of committee charges. All four partners together are to determine the timetable and procedure for implementation. If any one of the four disagrees, the issue will be forwarded to the Executive Committee.

## COMMITTEE/TASK FORCE MEMBER

### General Function

The active, involved member is the lifeblood of the Million Dollar Round Table. Committees seek to represent, involve and serve members, as well as serve as an important source of training for future MDRT leaders. The effective committee member will endeavor to understand and support committee charges, become knowledgeable in the area in which the committee has responsibility, be willing to make decisions when called upon to do so, take into consideration the interest of the Round Table as a whole and avoid following personal interest and biases, attend the committee meeting and carry out committee assignments.

### Criteria

To serve as committee member, one should:

- 1) be a current Qualifying and Life or Qualifying member;
- 2) have not been a Chair of the committee in the past five years;
- 3) have held PGA, MCC, Affiliate MDRT Foundation or Chapters positions;
- 4) have attended an MDRT meeting as a member (Annual Meeting, Experience Meeting, Top of Table Meeting) for 2 or more of the past 6 years. Only one meeting per year counts toward the 2 meeting minimum requirement.
- 5) have had at least 90 percent average or better score on the MDRT Experience Evaluation;
- 6) Members receiving disciplinary action in the past 10 years are not eligible

It is suggested that each committee should be constructed to include a minimum of one member who has not served on a committee (“new blood”), retain one-third of the committee’s members from the previous year, include members with diverse production and include members from the Membership Communications network, or at-large.

### Basic Function

The basic function of the committee member is to attend the committee meeting, prepare committee assignments and work toward the fulfillment of the committee specific assignments.

## Specific Responsibilities

- 1) Carefully reviews committee agenda book before attending committee meeting.
- 2) Attends committee meeting(s).
- 3) Prepares to make contributions and voice objective opinions concerning the committee charges.
- 4) Participates with other committee members in carrying out the committee's specific assignments through actions, joint decisions and recommendations which are in the best interests of the Million Dollar Round Table and the majority of its members.
- 5) Carries out individual assignments made by the Committee Chair.
- 6) Submits timely expense reimbursement requests.

## Reporting Relationship

Reports to the Committee/Task Force Chair.

## Leadership Team

The Executive Committee Liaison, Divisional Vice President, Committee Chair and Staff Liaison are equal partners with equal votes. The committees are authorized, as long as all four responsible decision makers agree on the implementation steps (and the action is within the committee budget), to move forward with the implementation of committee specific assignments.

All four partners together are to determine the timetable and procedure for implementation. If any one of the four disagrees, the issue will be forwarded to the Executive Committee.



## STAFF LIAISON

### General Function

The Staff Liaison to a committee provides coordination, communication and continuity of thought and action. Staff Liaisons assist in preparing agendas, developing needed documentation, contributing to discussion and will assist in preparing committee reports.

### Specific Responsibilities

- 1) With the DVP and Committee Chair, determines the date for the committee meeting.
- 2) Works with the Committee Chair in the development of the committee agenda.
- 3) Coordinates logistics for the committee meeting (hotel and meeting arrangements) to assure set-up of the MDRT meeting facility, breakfast and lunch arrangements.
- 4) Assures timely distribution of meeting agendas to all committee members, Chair, DVP and Executive Committee Liaison (to be received 10 business days prior to meeting date).
- 5) Attends committee meetings and assists the Chair as requested.
- 6) Takes minutes of the meeting and mails draft minutes to committee members for review within 10 working days of meeting.
- 7) Insures that recommendation requiring financial support has such support provided and all recommendations/activities comply with the specific charges and policies of MDRT.
- 8) Maintains on-going coordination between the Committee Chair, the DVP and the Executive Committee Liaison.
- 9) Reviews and approves expense reimbursements in accordance with MDRT policy.

### Leadership Team

The Executive Committee Liaison, Divisional Vice President, Committee Chair and Staff Liaison are equal partners with equal votes. The committees are authorized, as long as all four responsible decision makers agree on the implementation steps (and the action is within the committee budget), to move forward with the implementation of committee charges. All four partners together are to determine the timetable and procedure for implementation. If any one of the four disagrees, the issue will be forwarded to the Executive Committee.

## **COMMITTEE MEETINGS - INTRODUCTION**

Group action is characteristic of successful association management. Committees are the workforce of the association. The MDRT Strategic Plan helps identify what MDRT should do to serve and advance the interest of its members. The Plan provides the foundation for the development of short-term strategic directions which are the basis for committee/task force charges. The committee works together to develop action items that promise the greatest association benefits – those that are affordable and manageable and involve the most favorable ratio of benefits to costs.

## **COMMITTEE MEETINGS - AGENDA PREPARATION**

### **Introduction**

Webster's New Collegiate Dictionary defines "agenda" as "a plan of things to be done." A well-organized agenda, prepared and submitted to the committee in a timely manner (10 business days prior to meeting date), will assure the committee's objective and specific assignments are known to all.

### **Procedure**

The committee agenda is prepared by the Staff Liaison in concert with the Committee Chair.

The Staff Liaison will:

- throughout the year, keep a file of issues to be considered by the committee;
- review staff briefs and Management Council/Executive Committee minutes for instructions to committee;
- review committee minutes and committee reports to determine status of specific assignments;
- prepare agenda according to outline below, including all required material to fully address specific assignments;
- discuss agenda draft with Committee Chair;
- finalize agenda at least two weeks before committee meeting;
- e-mail to committee members, Chair, DVP and Executive Committee Liaison at least 10 business days before meeting.

## Agenda Outline

The committee agendas should include the following:

### I. General Information

#### A. Committee Information

1. Committee Roster
2. Committee Specific Assignments
3. Last year's Committee Meeting Minutes

### II. Committee Specific Assignments

Specific assignment "a" ...  
Backup material

Specific assignment "b" ...  
Backup material

### III. Miscellaneous

## COMMITTEE MINUTES

### Introduction

The committee minutes are the major documentation communicating the actions and recommendations of the committee. Minutes are taken by and completed by the Staff Liaison within 10 working days of the committee meeting to assure timeliness and accuracy.

### Procedure

Meetings are audio recorded.

Staff Liaison takes written minutes during meeting. The recordings are to be used only as back-up in the event of questions.

Within 10 days of meeting, Staff Liaison completes and distributes the minutes for committee approval.

Staff posts final minutes on Dropbox.

### Meeting Minutes Guidelines

The minutes should indicate who was in attendance and who was absent. Major discussion points, in order of specific assignments, should be documented, with recommendations and rationale clearly indicated. Minutes should be concise and to the point, although all points of view should be included.

**COMMITTEE REPORTS**

**Introduction**

Reports are generated by the Chair three times a year, four weeks prior to the Executive Committee meetings.