

# UNIT I:

## LEAGUE LEADERSHIP



**SUMMARY** — League chapters and state divisions operate as separate entities, each with its own members, projects, and activities. Nevertheless, they all have similar characteristics and leadership needs. This unit serves as a detailed “how to govern” guide for League chapter and division leaders as they work to conserve our natural environment and promote enjoyment of the outdoors.

## History of the Izaak Walton League of America

### About the League

**Who We Are** — Izaak Walton League of America (IWLA) was among the nation’s first conservation groups. Since 1922, we have been working at the local, regional, and national levels to advocate sensible solutions to the most pressing challenges facing America’s natural resources.

Today, the League’s more than 36,000 members and supporters come from all walks of life. Many have a keen interest in fishing, hunting, camping, and other outdoor recreation. Most belong to one of the League’s nearly 300 community-based chapters across the country. All share a passion for protecting the outdoors.

**What We Do** — Through our local chapters, state divisions, and national organization, we work to conserve wetlands, clean the air, reduce energy consumption, preserve wilderness areas, protect fish and wildlife habitat, and improve management of our farmlands and forests. Through our publications, workshops, events, Web site, quarterly magazine, and numerous on-the-ground projects across the country, we give citizens the knowledge and tools they need to be responsible stewards of the outdoors.

At the state and national levels, our volunteers and staff work together to promote common-sense, practical policy solutions to critical conservation issues. But regardless of whether we are working in a town hall or in the halls of Congress, our goal is to ensure that America’s natural resources are protected, managed, and used in a sustainable manner for generations to come.

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**Mission Statement** — To conserve, maintain, protect, and restore the soil, forest, water and other natural resources of the United States and other lands; to promote means and opportunities for the education of the public with respect to such resources and their enjoyment and wholesome utilization.

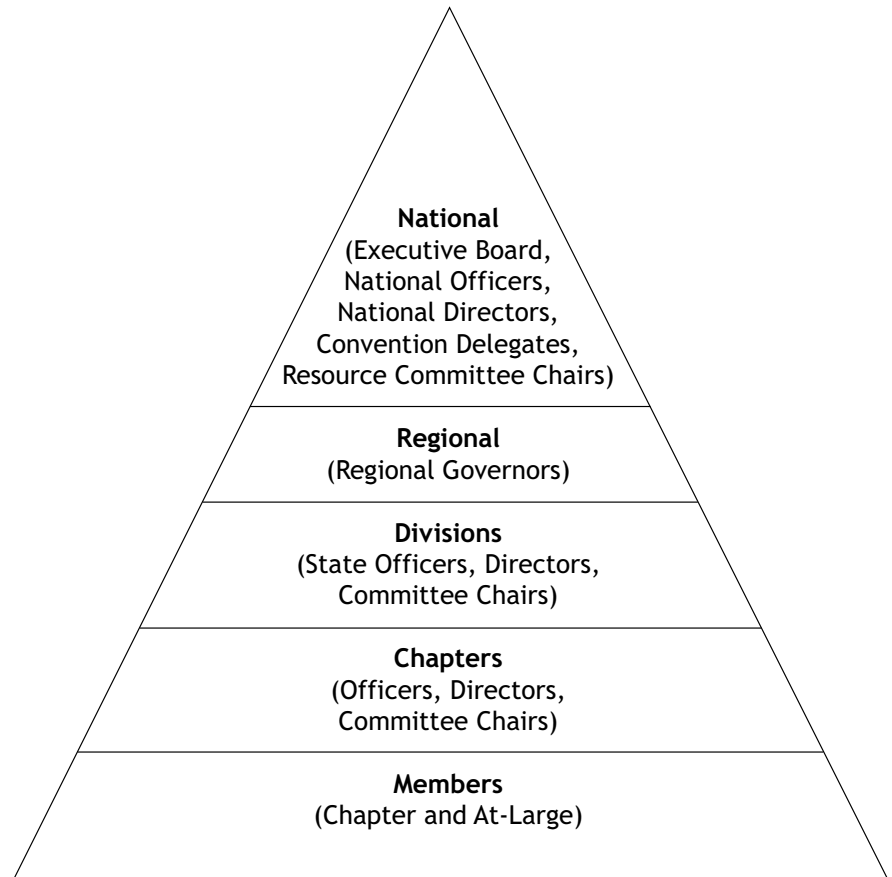
**Members’ Pledge** — “To strive for the purity of water, the clarity of air, and the wise stewardship of the land and its resources; to know the beauty and understanding of nature and the value of wildlife, woodlands, and open space; to the preservation of this heritage and to man’s sharing in it. I pledge myself as a member of the Izaak Walton League of America.”

**League Slogan** — “Defenders of soil, air, woods, waters and wildlife.”

## IWLA Governing Structure

### Our Organization

The Izaak Walton League of America is a volunteer-driven, “bottom-up” organization that depends on its members for volunteer support, leadership, and their commitment to common-sense solutions to conservation issues.



## Members

First and foremost, the League is a membership organization of active and dedicated volunteer conservationists who work to protect and restore the country's natural resources at the local, state, and national levels.

**Membership** — There are many ways to support the Izaak Walton League. The easiest way is to become a member by joining a local chapter or supporting the national organization as a member-at-large. Dues, most or all of which are tax-deductible, help support the work of the chapter, state division, and the national organization.

By joining a chapter, members also gain access to many volunteer opportunities within their own communities. For example, our chapters restore streams and wetlands, build and install bird and bat houses, run litter pickup and recycling programs, organize and conduct hunter education classes and youth camps, and teach basic boating and fishing clinics.

In addition, all of our members receive our quarterly magazine, *Outdoor America*. Members can also sign up to receive our bimonthly e-newsletter, *Conservation Currents*, action alerts, and media releases. By tapping into these resources, as well as the Web sites and newsletters of their local chapters and state divisions, our members stay up-to-date on the League's activities and learn about more ways they can help conserve the outdoors.

## Chapters

Since the League's founding, chapters have worked at the local level to conserve our environment and promote enjoyment of the outdoors. Run by grassroots volunteers, and ranging in size from as few as 10 to as many as several thousand members, our chapters provide terrific opportunities for friends, families, and neighbors to participate in a wide range of outdoor recreational activities and conservation projects. Many chapters own or lease facilities with chapter houses, fishing ponds, shooting ranges, nature trails, or other outdoor attractions; others meet in libraries, park lodges, or firehouses to socialize and discuss conservation issues.

Responsibilities of League chapters are described more fully in the League's Bylaws under Article 5.

**Chapter Officers** — Chapter officers typically include a president, vice president, secretary, and treasurer. Some chapters opt for additional vice presidents, depending on their size and specific needs.

**Duties.** Chapter officers work with other chapter volunteers to:



*By joining a chapter, members also gain access to many volunteer opportunities within their own communities.*



- Recruit new members;
- Oversee and manage the chapter and its assets;
- Promote responsible use of natural resources;
- Implement conservation projects and outdoor activities in their community; and
- Represent the chapter's interests at the state and national levels.

## Divisions

The League's activities are further guided by the work of our 20 state divisions. State divisions develop state programs consistent with the objectives of the national organization, assist in creating new chapters, and play a crucial role in helping existing chapters and the national organization. In particular, state divisions provide a forum for individual chapters within a state to develop unified positions. Working closely with the national organization, an active, well-organized division can also provide information and invaluable technical support to its chapters on everything from member recruitment to conservation and outdoor recreation projects to financial management and public relations.

Responsibilities of League state divisions are described more fully in the League's Bylaws under Article 6.

**Division Officers** — Division officers typically include a president, vice president, secretary, and treasurer. A division may also maintain other positions, including state directors and one or more committees and committee chair positions, such as membership, conservation, education, public relations, and finance. Consult your state division president for further details.

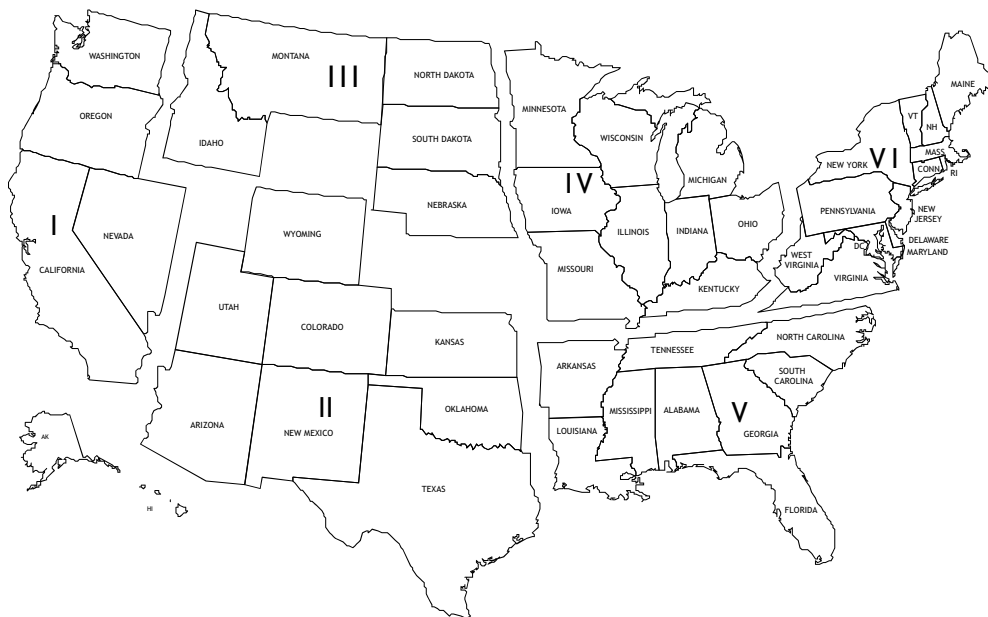
**Duties.** These state-level volunteers:

- Oversee and manage the division's assets;
- Promote responsible use of the state's natural resources;
- Provide technical and administrative support to the division's chapters;
- Recognize chapters' local conservation projects, outdoor activities, and other accomplishments;
- Facilitate communication among the state's chapters, divisions, and the national organization;
- Represent the state's interests at the national level; and
- Recommend the formation and dissolution of division's chapters.

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## Regional

The League is further organized into six regions, each encompassing multiple states. This includes the West (Region I), Southwest (Region II), Great Plains States (Region III), Midwest (Region IV), South (Region V), and Northeast/Mid-Atlantic (Region VI). See Regional Governor Map below. Each of these regions provides a forum for chapters and state divisions to speak with a strong unified voice on concerns and issues of regional significance.



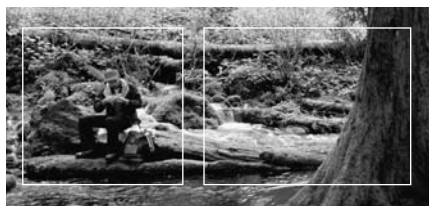
**Regional Governors** — Each region is represented by a regional governor, who is elected annually for a one-year term at the national convention. Regional governors serve as officers of the national organization, and as national officers, they also serve on the Board of Directors of the national organization.

The primary function of regional governors is to represent the national organization and serve as a liaison between it and the divisions and chapters within their respective regions. They also perform other duties as outlined in the national document “Guidelines for Responsibilities and Duties of the Regional Governors,” and as assigned to them by the Executive Board.

**Duties.** Their duties include:

- Staying informed about League programs and policies;
- Communicating with their state chapters and divisions and with national leaders;
- Representing the region’s interests at the national level;

*Regional governors represent the national organization and serve as a liaison between it and the divisions and chapters within their respective regions.*



- Aiding the chartering process of new chapters within the region;
- Promoting membership growth and volunteer leadership training;
- Sharing local and state conservation projects, outdoor activities, and other accomplishments of their chapters and divisions with other League leaders; and
- Promoting responsible use of natural resources within the region.

## National Board of Directors

At the national level, the League's work is guided by its Board of Directors. The Board of Directors consists of:

- Ten officers (president, vice president, secretary, treasurer, and six regional governors);
- Presidents of state divisions;
- Additional directors elected by each state division;
- Six directors-at-large; and
- Living past national presidents.

**Officers** — The national officers include a president, vice president, secretary, and treasurer, as well as the six regional governors (described above). In holding these positions, officers accept certain responsibilities set forth in the League's Bylaws. The specific duties of the president, vice-president, secretary, and treasurer are as follows:

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### President:

- Preside at meetings of the Board of Directors and during parts of the national convention;
- Project a strong and accurate public relations image of the League; and
- Perform other such duties as the Bylaws shall prescribe.

### Vice President:

- Serve as president in the event of absence or inability of the president; and
- Perform such duties as assigned by the Executive Board, or by the president, such as working on membership issues and national awards promotions.

### Secretary:

- Keep an accurate record in permanent form of all business transacted at the annual convention, Board of Directors meetings, and Executive Board meetings; and
- Perform other duties as prescribed by the Executive Board.

### Treasurer:

- Perform duties related to the finances of the League as specified by the Executive Board; and
- Serve on the audit committee.

**National Directors** — A state division elects national directors based upon the total number of division chapter members as of December 31st of the preceding year. Specifically, each division is entitled to one additional director for: (1) division status; (2) attaining 500 members; and (3) each additional 1,000 members. In addition, a state division president also serves as a national director during his or her elected term.

In general, the state division president and the other national directors elected by each state division represent the state division and serve as liaisons between the national organization and the divisions and chapters within their respective states.

**Directors-at-Large** — The Board of Directors also includes six directors-at-large from states or chapters without state divisions. The at-large directors are elected by delegates at the national convention for terms of three years with two at-large directors elected each year.

The directors-at-large are expected to maintain communications with chapters not located within a state division, attend local chapter meetings and national board of director meetings, present chapter membership appreciation and Tobin Awards at chapter meetings in regions where no state division exists, and submit semi-annual activity reports.

**Past National Presidents** — All living past national presidents who are members of the League continue to serve as national directors after leaving national office. They follow the same guidelines as the national directors elected by state divisions regarding meeting attendance and acting as liaisons among national, state, and local events of the League. They also may be called upon by the Executive Board or state division president to carry out other duties described for national directors.



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**Responsibilities of All National Directors.** In accepting a position on the national Board of Directors, all national directors accept certain responsibilities. Some of these are clearly spelled out in the League's Bylaws (See, for example, Article 10). Other duties are described in the national document, "Guidelines for Responsibilities and Duties of the National Directors," or may be assigned to them by the Executive Board.

National directors serve as a vital link between the national organization and the divisions. As such, they are expected to attend all national Board of Directors and state division meetings in the state in which they reside. The national Board of Directors meets twice a year: once at the national convention in July, and once in mid-winter, typically held in early February.

In addition, all national directors are expected to:

- Follow up promptly when action is requested by a national officer;
- Serve diligently on national committees when appointed;
- Recommend appropriate actions based on established national policy;
- Advise on projects or stands to be taken by the national organization;
- Promote harmony and unity within the assigned area of responsibility; and
- Submit semi-annual activity reports.

A national director also serves as a link between the division and certain chapters. In divisions that are represented by two or more national directors, the state division president determines the geographical area or specific chapter assignments of each national director. The national director is expected to visit all of his or her assigned chapters at least once a year (and if possible, every four months) and be willing to assist those chapters in:

- Orienting new officers;
- Recruiting new members;
- Initiating new conservation and education projects;
- Staying current on national and state-level issues;
- Promoting national legislative action, conservation issues, and programs;
- Generating publicity of chapter projects and activities;
- Sponsoring or establishing new chapters;
- Explaining new national or regional directives or regulations; and
- Presenting League awards and participating in award recognition programs.



## Executive Board

The national Board of Directors is led by an Executive Board consisting of no more than 17 members. This number includes nine members elected by the Board of Directors; three at-large members elected by the Executive Board; the president, vice president, secretary, and treasurer of the national organization; and the latest retiring (or immediate past) national president of the League.

To be eligible for one of the nine positions elected by the Board of Directors, a person must be an elected national director at the time of nomination. A nominating committee, appointed by the national president, screens potential nominees and makes recommendations to the national directors at the annual convention. Candidates may also be nominated from the floor.

Any League member is eligible and may be nominated to one of the four national officer positions. They are elected by the accredited delegates present at the annual convention. A nominating committee, appointed by the chair of the Executive Board, screens potential nominees and makes recommendations to the entire delegation at the annual convention. Candidates may also be nominated from the floor.

Nomination and election of these leadership positions is described more fully in the League's Bylaws under Article 9.

**Responsibilities.** As described more fully in the League's Bylaws (See, for example, Article 11) and the national document "Guidelines for Responsibilities and Duties of the Executive Board," the Executive Board has full administrative authority in carrying out the policies of the League and supervising its activities. This includes establishing and approving an annual budget; requesting and evaluating an annual official audit; hiring and supervising an executive director; establishing personnel policy for staff and other employees; and, monitoring activities of staff to ensure compliance with established policy and budget guidelines.

The Executive Board is also responsible for establishing the means to raise funds for the operation of the League (for example, establishing and collecting various types of membership dues), developing and approving the League's investment policy, and administering the conservation policy of the League as established by the delegates at national convention or by the national Board of Directors. Members of the Executive Board also serve as spokespersons for the League at local, state, regional, and national meetings and select the national honorary president of the League.

The Executive Board has two mandatory meetings annually: one immediately prior to the national convention, and the second near the end



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*The national staff supports the work of the members, chapters, divisions, and regional and national leadership and engages in outreach and advocacy to advance the League's mission and conservation policies.*

of the calendar year, primarily to review and approve the annual budget for the upcoming year. The Executive Board selects a chair and vice-chair from among its members. The chair presides at meetings, has such powers as are delegated by the Executive Board, and acts as the chief administrative officer of the League. The vice-chair presides at meetings in the absence of the chair.

## **National Staff**

The League's staff carries out the organization's mission and acts on the policies set by the members. The national headquarters is located in Gaithersburg, Maryland at the IWLA National Conservation Center. In addition, the national organization maintains a regional Midwest Office in St. Paul, Minnesota, and several field staff in other states where the League has members and chapters.

The national staff supports the work of the members, chapters, divisions, and regional and national leadership and engages in outreach and advocacy to advance the League's mission and conservation policies. They also disseminate information through special reports and newsletters, a quarterly magazine, and Web site, where visitors can learn about the League's history, conservation mission, and activities.

**Note:** The current *IWLA National Directory* provides a listing of staff contacts (addresses, telephone and fax numbers, and emails). Refer to the pages titled "National and Regional Office and Field Staff Contacts" or "Program Support Assistance" chart. You may also call the National Office toll-free at (800) IKE-LINE (453-5463), or find a contact name through our Web site at: [www.iwla.org](http://www.iwla.org).

## **Chapter Organization**

### **Chapter Charter**

A chapter is a group of members in a local area given a charter by the IWLA Executive Board in order to carry out the League's mission locally. By design, each chapter is structured with similar leadership positions, duties, and responsibilities. To obtain a charter and establish a new chapter requires at least 10 individuals with similar interests in conservation and the outdoors and who are willing to become members of the League. The members begin by choosing a name for the chapter, selecting officers, and identifying conservation goals. They must then complete a "Petition for Charter" form and draft articles of incorporation and bylaws, which must be submitted to the National Office for review and final approval by the Executive Board.

Please refer to Unit II — Finance, Legal, and Fund Raising, for more details on the process for starting a new chapter.

## **Board of Directors**

A chapter is led by a board of directors and its elected officers. The board is responsible for overall management and oversight of the chapter.

**Duties.** The principal duties of the local boards of directors are to:

- Oversee the business of the chapter;
- Meet regularly, generally not less than once a month;
- Receive officers' and the committee chairs' report to the board on their activities at every meeting or at times specified by the board; and
- Manage the chapter's finance and policies.

**[ Leadership Tips ]** The board of directors should handle virtually all routine chapter business. If the board carries out its duties properly, the regular membership meetings of the chapter can be handled in a businesslike manner, without being taken up by minor matters that detract from the important decisions. When the general membership is freed from focusing on operational details, it can concentrate on settling important matters of policy and finance, and on carrying out conservation projects, educational efforts, and other League events and activities.

Consider appointing a board spokesperson or reporter, who may be the chair or secretary of the board of directors. This individual could report on actions taken by the board at regular membership or special business sessions of the chapter, and where necessary, could ask for chapter support or ratification of a board action.

## **Officers**

The board of directors typically has four officers, a president, vice president, treasurer, and secretary, elected by the general membership. The chapter officers are accountable to the board of directors for their activities in the name of the chapter. In turn, the board answers to the general membership.

Chapter officers and directors deserve the highest regard and respect; most perform their duties without compensation of any kind except the satisfaction of work well done.

**President** — The president is the chief administrative and presiding officer of the chapter. As the chosen and duly-elected volunteer leader, the president shoulders significant responsibility. Chapter members place a high level of

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trust in this individual, looking to him or her for leadership, management oversight, and successful implementation of the chapter's programs.

**Duties.** The president's routine duties include:

- Providing oversight and management of the chapter;
- Presiding at regular membership and special meetings of the chapter;
- Presiding at board meetings (in chapters where the president is also chair of the board of directors);
- Appointing regular and special committees, and following up to ensure that the committees are working on their assignments;
- Maintaining an understanding of the League and its governing structure;
- Communicating with chapter members, other chapters, division and national leaders, and national staff;
- Acting as the chapter's chief public spokesperson or representative;
- Guiding the chapter in the conservation mission of the League, including the development and implementation of related conservation projects and outdoor activities.

**[ Leadership Tips ]** A successful chapter president seeks to utilize the best talents of the members, spurs volunteers to use their knowledge, experience, and initiative, gives credit where credit is due, and constantly seeks to build the chapter. He or she actively looks for and encourages new volunteers to engage in all chapter business, projects, activities, and events. When capable and ambitious new members step forward, the president encourages and recognizes their work and delegates increased responsibility to those members who can handle it. The president is also the chapter's representative in the local community. To be successful, the president should establish and maintain good working relationships with other conservation organizations, representatives of local and state government, and the media.

**Vice President** — This is one of the higher administrative officers of the chapter. The vice president provides assistance to the president, and chapter members look to the vice president for added guidance and leadership.

**Duties.** The vice president accepts some specific duties, depending on how the chapter is structured and its bylaws. Generally, the vice president's duties include:

- Presiding at regular membership or special meetings, and, if applicable, board meetings in the absence of the president;
- Becoming familiar with the normal duties of the president and with all workings of the chapter and its committees;

- Providing support and assistance to the president to achieve the chapter goals and objectives;
- Holding a structured responsibility or specific assignment within the chapter.

**[ Leadership Tips ]** Ideally, the vice president should benefit from on-the-job training before taking over the helm as chapter president. For example, in addition to serving on the board of directors, a vice president may be directly responsible for key tasks, such as ensuring the successful operation of the chapter's facilities.

Some chapters opt to have more than one vice president. These officers may or may not be of equal rank and their duties will vary. For example, one vice president may chair the membership committee; one may be in charge of educational programs; and a third may be responsible for all conservation programs and projects.

**Secretary** — In many ways, the secretary is the most important officer in the chapter, but often the last one to receive recognition and thanks. The secretary is the chief custodian of the chapter's records, but that is only one aspect of the work.

**Duties.** Significant duties include:

- Keeping written minutes and other official records of regular membership, board, and special meetings;
- Coordinating with the newsletter editor, web master, and media outreach chair (publicity) to prepare and send meeting notices and other news based on meeting transactions;
- Safeguarding the chapter's records and, when leaving office, turning over all records of official chapter business in good shape to his or her successor; and
- Preparing important correspondences with outside organizations, individuals, and partners.

**[ Leadership Tips ]** In some chapters, the duties of membership secretary are separated from those of recording secretary and corresponding secretary, depending often on the size of the chapter and the complexity of its operations. A number of smaller chapters also combine the offices of secretary and treasurer, in which case the secretary is responsible for handling all money matters for the chapter. It is up to the individual chapter to determine whether one person can or should be asked to carry out all these tasks.

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*The principal duty of the treasurer is to receive and safeguard the chapter's finances and other negotiable property or wealth.*

*A large part of chapter work depends upon committees and committee chairs appointed by the president.*

**Treasurer** — The principal duty of the treasurer is to receive and safeguard the chapter's finances and other negotiable property or wealth.

**Duties.** Treasurers are asked to:

- Collect and handle all monies for the chapter;
- Disburse funds as needed;
- File tax forms in a timely manner;
- Maintain financial records for the chapter; and
- Report on the chapter's financial status and activities at meetings.

**[ Leadership Tips ]** The work of the treasurer may be overseen by both the board of directors and a finance committee consisting of individuals familiar with banking and recordkeeping. Since the treasurer deals with the National Office regarding payments of national and state division dues, he or she will need to become familiar with those systems. Payments covering membership, both new and renewing, should be sent to the National Office using the appropriate membership paperwork. The paperwork is typically prepared by the chapter membership officer.

## **Committees**

A large part of chapter work depends upon committees and committee chairs appointed by the president. Over the years, many chapters have found that standing, or permanent, committees are useful for carrying out the chapter's work in a variety of areas. These committees can vary as local needs dictate. On standing committees, the position of chair is particularly important; chairs should know or quickly learn the duties of the committee and be willing to carry out those duties smoothly and efficiently. Each chair should be prepared to report the committee's activities, positions, requests for action, and funding needs to the board of directors and the chapter membership.

**Standing Committees** — Suggested basic standing committees include:

- Conservation
- Education
- Membership
- Public Relations
- Finance

**Conservation Committee:** The chief function of the League is to promote conservation and restoration of our natural resources. The primary responsibility of this committee is to study, recommend, and oversee the

implementation of chapter conservation projects to advance the League's mission at the local level.

**Education Committee:** The main purpose of this committee is to disseminate information to the community and to chapter members, educating them on conservation issues, the League's role in addressing those issues, and how they can help. Educational outreach should extend beyond League members and decision makers; it should include programs aimed at educating adults and school-aged children in your community.

**Membership Committee:** Each year, chapters play a crucial role in renewing the membership of current members and in recruiting new ones. To be successful, each chapter should have a committee dedicated full-time to organizing and implementing activities and events aimed at member recruitment and retention. This committee would include the membership dues recipient (MDR) and membership marketing chair. Please refer to Unit III — Membership Growth and Retention for more details on these important chapter positions.

**Public Relations Committee:** This committee is responsible for informing the public about the chapter and its activities. In addition to assisting other committees in generating publicity relating to programs and activities, this committee should conduct outreach to civic bodies, lodges, clubs, congregations, schools, and members of the media. This committee can also play an important role in keeping the state division and the National Office advised of chapter activities and local press coverage.

**Finance Committee:** Under the direction of the board of directors, this committee is responsible for overseeing the chapter's finances to ensure that it remains financially sound. The treasurer should be a member of this committee. Specific responsibilities include preparing draft budgets, helping to ensure that chapter revenues and expenses are fully and accurately accounted for, and recommending any mid-year adjustments necessary to stay on budget. This committee can also help identify and secure new sources of funds.

**Appointment and Organization —** Appointing chapter committees is the responsibility of the president and should be done as soon as possible after he or she takes office. The job can be made easier if members are asked to submit preferences and volunteer for the kind of committee work in which they are interested.

A trained specialist, such as a media reporter or journalist, would be a good choice for the public relations committee. A forester and soil conservationist would work well on the conservation committee. Likewise, an accountant or banker could bring important skills to the finance committee.



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If a committee chair cannot attend all committee meetings, he or she may want to appoint a vice chair to help keep things going. Committee chairs should meet frequently with the chapter's directors to keep the board informed of progress and activities.

Flexibility in setting up committees is highly desirable. Rather than creating a large number of separate standing committees for the long term, chapters may want to create special committees or task forces to handle special jobs, projects, activities, and events as they come along.

**Special Committees** — Some chapters with special problems or programs may wish to set up subcommittees or special committees to deal with these issues. These committees may report to existing standing committees or to a specific officer or director. Local circumstances and chapter needs will dictate the type of committee arrangement that best suits the situation.

Examples of such committees might include:

- Chapterhouse Construction
- Chapter Facility Management and Maintenance
- Forest Management
- Meeting Entertainment
- Youth Activities
- Parkland Preservation
- Air and Water Pollution
- Watershed Protection
- Hunter Education
- Soil Conservation
- Annual Members' Banquet

**Committee Chair and Liaison Assignment Requests** — To better serve our chapters, the National Office annually gathers the most current chapter officer information from League chapters, normally from a chapter's submitted Officer Report Form. This important information appears in the annual IWLA National Directory. In addition, it is used to direct mailings on particular topics to the most appropriate officer.

**Officer Report Form.** Each summer, the League staff sends a request to the current chapter president seeking the most recent officer information. This is done in accord with the League's Bylaws, which state that all annual chapter elections must be held and officers in place by September 1<sup>st</sup>. An updated Officer Report Form must be submitted preferably by August 31st, or within



30 days of such an election, but sent no later than September 30<sup>th</sup> of each year. A copy of the current Officer Report Form can be obtained online at [www.iwla.org/chapters](http://www.iwla.org/chapters). For an example of an Officer Report Form, please refer to Appendix A at the end of this manual.

## What Makes a Successful Chapter

Five features are essential to chapter success:

- Good officers
- Definite goals and accomplishments
- Regular and interesting meetings
- Worthwhile projects
- Active participation in the whole organization.

**Good Officers** — Officers should be leaders in the community, known for energy, alertness, and good judgment. They should have well-conducted, attention-holding meetings on worthwhile subjects, see that all committee work and progress is properly reported, and assure that members are kept up-to-date on resource conservation matters at national, regional, state, and local levels.

They also should be interested in mentoring new volunteers and drawing out their qualities of leadership. When a once-prosperous and active chapter begins to decline, the reason is often that former officers didn't develop future leaders to take over the top jobs when their terms ended. The best volunteer leaders constantly recruit and train new and/or younger members to participate.

The key is to just ask! Put them to work and follow up to see how they did. Then, at meetings, publicly give them credit and recognition for deeds accomplished. A word of praise, singling a member out by name as you say something good about their leadership skills, interest, and activity, goes a long way toward stimulating more interest and worthwhile results.

**Definite Goals and Accomplishments** — There are many conservation issues a chapter can tackle successfully. This Manual contains suggestions to help chapter officers and committees determine worthwhile projects. When your chapter decides on a local project or activity, be sure to go after it with success in mind. Seek short-term results that your members and the public can see and can point to with real pride.

**Regular and Interesting Meetings** — Meetings should be held regularly, at dates and times fixed in advance. To help ensure good turnouts, meetings

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should be well advertised on your Web site, in chapter newsletters, and in local newspapers.

To have truly successful meetings, officers should find innovative ways to ignite interest or desire for members and potential members to attend. The way you run your meetings will have a profound effect on attracting new members and encouraging them to roll up their sleeves and participate.

In some chapters, the officers' and directors' meetings are held an hour or so ahead of the chapter meeting. This allows committee chairs to make reports, handle routine chapter business, and decide in advance what matters of business are important enough to warrant general discussion and action. For some suggestions on how to run a good meeting and a model agenda, please refer to Appendix B.

**Worthwhile Projects** — One key to building and maintaining a successful chapter and advancing the conservation mission of the organization is to identify and carry out worthwhile projects. These can include projects to conserve local natural resources, to promote outdoor recreation, to educate the public about the work of the League and the need to protect our environment, and to recruit and retain new members. To lead efforts in each of these areas, many chapters appoint standing committees and committee chairs for membership, conservation, public relations, and education.

**Active Participation in the Whole Organization** — Successful chapters should be knowledgeable about the League's overall mission, goals, and programs. Share the news with your members so they feel connected to the larger organization and can take pride in all of the organization's successes. You will also want members to be able to tell the League's story to their friends and, in the process, to recruit new members to the cause.