



Meeting Management

Before the Meeting:

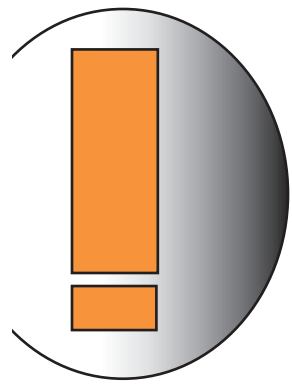
- Define the purpose. If you cannot define the purpose, do not meet.
- Develop an agenda.
- Distribute the agenda, background information, lengthy documents or other material before the meeting so that members can come prepared.
- Choose an appropriate meeting time. Meetings too early or too late will not be productive. Set a time limit and stick to it. Members have other commitments. They will be more likely to attend meetings if the meetings are productive, have a purpose, and are to the point.
- If possible, arrange the room so members face each other. If the group is small, use a semicircle or circle. If the group is large, use U-shaped rows. The leader will have better control if centrally located. When reserving a room in the Bowen-Thompson Student Union, the Union staff will arrange the room as you request.
- Have a location that is suitable to the group's size. A small room with too many people gets stuffy and creates tension.
- Use visual aids for interest.
- Be sure everyone knows when and where the meeting will be held.

During the Meeting:

- Start the meeting on time.
- Greet members to make them feel welcome.
- Serve refreshments if possible.
- Have icebreakers (energizers).
- Stick to the agenda.
- Encourage group discussion and feedback.
- Keep conversations focused on the topic.
- Keep minutes of the meeting for future reference and to distribute to members.
- Listen when members are talking.
- Give recognition and appreciation to those who deserve it.

Concluding the Meeting:

- Summarize agreements reached at the end of the meeting.
- Follow-up assignments. To help guarantee that action is taken on decisions, it is important to know:
 - Who is responsible for carrying out the decision.
 - What is to be done.
 - How action is to be carried out.
 - When the work should be completed.
- Tie up loose ends. Sometimes it is impossible to cover every item on the agenda. To avoid hasty decisions that may be regretted later, table unresolved issues until the next meeting.
- Plan the next meeting. Set the date and time. If possible, know the location for the next meeting.



After the Meeting

- Write up and distribute minutes within two to three days.
- Discuss any problems during the meeting with officer(s) and advisor(s); brainstorm ideas for improvements.
- Follow up on delegated tasks. Make sure the person understands the responsibilities.
- Give recognition and appreciation to excellent and timely progress.
- Put unfinished business on the agenda for the next meeting.
- Conduct a periodic evaluation of the meeting.

Things to Watch Out For in a Meeting

- No clear, agreed upon agenda.
- Leaving the process of the meeting to fate. A meeting leader must facilitate, not wait for luck. Facilitating is helping the organization stay on track, on time, reaching for the goal, etc.
- Speeding off without a map. Where does this meeting fit in the overall plan for dealing with the issue? Take time for the planning process.
- Mixing purposes. One purpose at a time.
- Too many agenda items. Do not set your organization up for failure with too ambitious of an agenda.
- No mutual agreement on what the problem is.
- Jumping in with a solution
- Shifting focus. Stay on the same subject.
- Lack of visual helpers. Find a way for participants to follow the subject as the meeting proceeds.
- Unclear or incomplete action items or descriptions. Pin down the who, what, when, where, why, and how at the meeting.
- Missing key people.
- Meeting being dominated by one or two people.
- Not taking time to assure mutual understanding. Learn the issues facing other members. Explain your position.
- Uneven participation. Varying levels of understanding.
- Premature motions. Do not make a motion until the problem is adequately discussed and analyzed. If you are unable to agree on the problem, you probably are unable to agree on the solution.

Developing an Agenda

Why have an agenda?

1. Informs people on what to expect at the meeting.
2. Members can prepare for the meeting.
3. Provides an order for dealing with issues at a meeting.
4. It can be used to teach people how to prepare for a meeting.

Methods for Developing an Agenda

One Person--The organization leader sits down and writes the agenda for the next meeting.

Input from Others--Written or verbal input from other members. There are two ways this can be accomplished.

1. The agenda is written by the leader and then the members are asked if there are other things that need to be added.
2. The leader puts out a "Call for Agenda Items." Based on the topics submitted by members of the organization, the agenda is compiled. The leader may also add items to the agenda.

Executive Committee--The executive committee meets before the meeting to discuss and develop the items that will be on the agenda.

Total Group--At the beginning of the meeting, the group determines the agenda for the meeting.

Formats

Formal or Standing--The main points stay the same from meeting to meeting.

Informal or Flexible--The agenda may look different from meeting to meeting. All important items will be discussed, but the format will be changed for the group's development or need.

Prioritized--A list of items to be dealt with, discussed, reported, or announced in order of importance.

Timed--This method can be applied to previous formats. It adds a time limit to each item.

Descriptive--Gives plenty of information to the group so they can be more prepared for the meeting.

Sample Agenda

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Correction and Approval of Minutes
5. Officer Reports
6. Committee Reports
7. Old Business
8. New Business
9. Special Issues
10. General Announcements
11. Adjournment

Parliamentary Procedure

Parliamentary law has evolved as a set of procedures that protects the individual and the group in their exercise of the rights of free speech, free assembly, and the freedom to unite in organizations for the achievement of a common aim. It is based on common sense and courtesy. In order to conduct your organization's business in an orderly and timely fashion the following basic rules of procedure should be followed. For specific questions on parliamentary law, refer to Robert's Rules of Order – Newly Revised.

FIVE BASIC PRINCIPLES OF PARLIAMENTARY PROCEDURE:

1. Only one subject may claim the attention of the assembly at one time.
2. Each proposition presented for consideration is entitled to full and free debate.
3. Every member has rights equal to every other member.
4. The will of the majority must be carried out, and the rights of the minority must be preserved.
5. The personality and desires of each member should be merged into the larger unit of the organization.

DEVELOPING AN AGENDA OR ORDER OF BUSINESS:

It is customary for every group to adopt a standard order of business for meetings. When no rule has been adopted, the following is the commonly accepted order:

1. Call to order
2. Reading and approval of minutes
3. Reports from officers and standing committees
4. Old business
5. New business
6. Announcements/Good of the order
7. Adjournment

MOTIONS:

The proper way for an individual to propose that the group take a certain action is by "making a motion." The following is the process for handling a motion:

1. A member rises and addresses the presiding officer for recognition.
2. The member is recognized.
3. The member proposes a motion. ("I move that...")
4. Another member must second the motion.
5. The presiding officer states the motion to the assembly.
6. The assembly can now discuss or debate the motion. Only one person at a time may speak.

They must be recognized by the presiding officer. Preference should be given to:

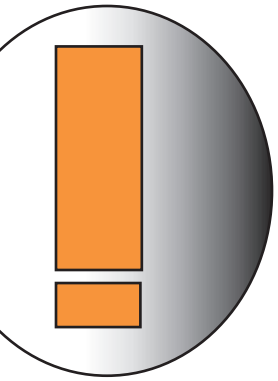
- A. The person who proposed the motion.
 - B. A member who has not spoken yet to the motion.
 - C. A member who seldom speaks to one who frequently addresses the assembly.
 - D. The presiding officer should try to alternate between those for and against the motion.
7. The presiding officer takes the vote on the motion. Voting can be done by voice, show of hands or balloting.
 8. The presiding officer announces the results of the vote.
 9. The floor is now open and another motion can be proposed.

AMENDING A MOTION:

The purpose of the motion TO AMEND is to modify a motion that has already been presented in such a manner that it will be more satisfactory to the members.

Methods of amending:

1. By addition or insertion – to add something to the motion which it did not contain.
2. By elimination or by striking out – to subtract or eliminate something from a motion that was originally part of it.
3. By substitution – this method is a combination of the first two methods, since in amending by substitution something is stricken and something is inserted in its place. The substitution portion may consist of a word, a phrase, a clause, or an entirely new motion.



TYPES OF AMENDMENTS:

1. Amendment of the First Rank—an amendment to a motion.
2. Amendment of the Second Rank—an amendment to the amendment. (The amendment to the amendment must modify and relate directly to the amendment and NOT to the main motion, otherwise it is OUT OF ORDER.)

NO AMENDMENT BEYOND THAT OF SECOND RANK IS POSSIBLE

It is never in order to propose more than one amendment of each rank at one time. If one desires to amend two separate and unrelated parts of a motion, this must be done by two amendments of the first rank, and one must be voted upon before the other is proposed. It is possible, however, to have a motion, one amendment to the motion (amendment of the first rank), and one amendment to the amendment (amendment of the second rank) before the assembly at once. Until the amendment of the second rank has been voted upon, no other amendment of the second rank is in order. Until the amendment of the first rank has been voted upon, no other amendment of the first rank can be proposed.

ORDER OF VOTING ON AMENDMENTS

Amendments are voted upon in inverse order; that is, the one of second rank is disposed of first.

1. Discussion is held, and the vote is taken upon the amendment to the amendment (amendment of second rank).
2. Discussion is called for, and the vote is taken upon the amendment to the motion (amendment of first rank).
3. When the vote on this has been taken, discussion upon the original or main motion as amended is opened and when completed a vote is taken upon it.

MOTIONS	INTERRUPT SPEAKER?	NEED SECOND?	IS IT DEBATABLE?	AMENDABLE?
Fix time to adjourn	N	Y	N	Y
Adjourn	N	Y	N	N
Take a recess	N	Y	N	Y
Raise a question of privilege	Y	N	N	N
Call for orders of the day	Y	N	N	N
Lay on the table	N	Y	N	N
Move the previous question	N	Y	N	N
Limit/Extend debate	N	Y	Y	Y
Postpone definitely	N	Y	Y	Y
Amend	N	Y	Y	Y
Postpone indefinitely	N	Y	Y	N
Main motions	N	Y	N	Y
Take from the table	N	Y	Y	Y
Rescind and/or amend something previously adopted	N	Y	Y	Y
Discharge a committee	N	Y	Y	Y
Reconsider	N	Y	Y	N
Appeal chair's decision	Y	Y	N	N
Division of the assembly	Y	N	N	N
Point of information/order	Y	N	N	N
Suspend the rules	N	Y	N	N

Adapted from "Robert's Rules of Order - Newly Revised"



Writing Effective Minutes

Minutes from a meeting are an official record of the business of an organization.

Minutes give continuity to procedures, traditional activities, etc. They also inform members who were not in attendance. Minutes are useful in following up with assignments and decisions and are very helpful in planning the agendas for future meetings.

Minutes should include:

- The name of the organization/committee
- Type of meeting that is being held (i.e. executive board, project team, etc.)
- The date of the meeting
- The location of the meeting
- The name of the presiding officer and secretary (the latter at the end of the minutes, with signature above typed or printed name)
- Notation of the reading and previous minutes and how they were approved (approved as read or approved as corrected)
- Committee and officer reports - pertinent information
- All of the major motions (except those withdrawn) and points of order or appeals, whether sustained or lost and all other major decisions
- Motions and resolutions need to be taken verbatim and should be read back during the meeting to make sure they have been accurately recorded
- List of attendees and those absent
- Adjournment

Ideas for Writing Minutes:

- Use full names, not nicknames.
- Do not be embarrassed to ask the officers to restate a motion if you do not understand.
- State whether or not the motion was carried. The number of votes is not necessary unless it is required by your by-laws.
- Make any corrections to the minutes immediately before the mistakes are forgotten.
- Record what is done, not said. Summarize important discussions if knowing why a decision was reached is necessary to understand the decision.