



HAA CLUB OFFICER HANDBOOK: HOW TO START OR REVIVE A HARVARD CLUB

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INTRODUCTION

With nearly 200 Harvard Clubs open to more than 320,000 University alumni worldwide, the club network is the HAA's largest person-to-person outreach program. This handbook is intended to provide guidelines and resource information for starting or reviving a Harvard Club.

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HAA MISSION OF HARVARD CLUBS

The common purpose of Harvard Clubs is to advance the mutual welfare of Harvard University and its alumni by:

- Providing opportunities for alumni, parents of students, and friends of Harvard University to meet and to serve as advocates, articulating the role and direction of the University;
- Promoting and elevating the stature of the University within the community through club programming;
- Providing opportunities for alumni to remain connected to the University and to serve the University;
- Encouraging life-long learning, intellectual enrichment, professional growth, and social interaction through forums of continuing education and development; and
- Attracting the world's most talented individuals to Harvard University.

It is important to emphasize that a club leader's role is to serve Harvard.

HAA CLUB REQUIREMENTS

In order to be in compliance with the HAA and to receive HAA services, Harvard Clubs are required to complete fundamental criteria known collectively as the HAA Club Standards. Per the Standards, clubs must complete the following on an annual basis (during June):

- **President's Annual Report:** the club President must complete this survey on club membership, dues, governance, events & programs
- **Officer Listing:** clubs must submit their updated list of club officers

Completion of the above allows clubs to be eligible to receive the following HAA services:

- An "alumni list" which is a list of contact information for area alumni, parents, and students (mid-August)
- Qualification for a second alumni list (January)
- Access to free club website hosting and template services
- Free post.harvard.edu club email forwarding address
- Access to the Club Directory
- Participation in the Speakers Bureau program (U.S. clubs only)
- A subscription to the HAA's club newsletter *Clubline*
- Invitation to the HAA's annual Alumni Leadership Conference
- Eligibility for HAA sponsored programs and events

Please read through the following guidelines and resource information for starting or reviving a Harvard Club. If you have any questions, please contact the Clubs and SIGs Office. We look forward to working with you.

HAA CRITERIA FOR STARTING OR REVIVING A HARVARD CLUB

1. **A minimum of 100 alumni in the region.**
2. **Core group:** a group of 5–10 committed alumni volunteers to take on the initiative of starting as well as maintaining a viable organization. The core group should meet monthly at regularly scheduled meetings.

OUTLINE OF GUIDELINES FOR CORE GROUP

1. **Meet criteria:** contact the HAA Clubs and SIGs Office to determine the number of alumni in the region and inquire about guidelines to start an official club.
2. **Gauge local interest:** survey by email (the HAA will send an email on your behalf) all area alumni to determine the degree of interest in establishing a club.
3. **General meeting:** if there is substantial interest (more than 25 people), convene a general meeting inviting all area alumni.
 - a. **Mission Statement:** create a mission statement for club.
 - b. **Articles of Incorporation:** draft Articles of Incorporation (template follows) and file them with the state and the HAA Clubs and SIGs Office.
 - c. **Constitution/Bylaws:** draft Constitution/Bylaws (template follows) with clear term limits.
 - d. **Election:** present a slate of officers and hold elections. Create a formal executive committee, ideally with representation from both the College and graduate schools.
4. **Contact list:** contact the HAA Clubs and SIGs Office to attain the contact list for alumni in your region.
5. **Trademark compliance:** Review the “Trademark Policy: Use and Licensing of the ‘Harvard Club’ name, the HAA Logo, and other University Trademarks” (information follows).

OPTIONAL:

1. **Schools and Scholarships:** Contact the College Admissions Office (617-495-1551) to find out if your region has a Schools and Scholarships (S&S) Committee. If a committee exists, encourage its members to join the club. If an S&S committee does not exist, work with the Admissions Office to establish one. The chair of this committee will be responsible for recruiting and training a group of volunteer interviewers and working closely with the Admissions Office.
2. **Non-profit status:** File for nonprofit 501(c)(3) status with the IRS (U.S. clubs only) or the international equivalent (refer to Best Practices Handbook).
3. **Bank account:** (refer to Best Practices Handbook)
4. **Insurance:** Consult an insurance broker to determine what liability coverage, if any, to obtain (refer to Best Practices Handbook).

MISSION STATEMENT

Every Harvard Club should have a formal mission statement that is a clear and succinct representation of its purpose for existence.

SAMPLE (HARVARD CLUB OF MINNESOTA):

The mission of the Harvard Club of Minnesota is to build the community of Harvard's University-wide alumni in Minnesota, to assist Harvard applicants and students from Minnesota, and to promote the goodwill of the University locally.

This mission aims to foster:

- fellowship, networking and support among University alumni;
- a greater sense of connectedness with Harvard;
- services of benefit locally that also serve the University in fulfilling its own mission; and
- interviewing and/or support of students applying to, and attending Harvard University, and returning or moving to Minnesota.

The Club's mission is enabled by a Board and Officers representing not only the College but also a broad range of Harvard schools and experiences, who work with the Harvard Alumni Association and all the Harvard Graduate School Alumni Organizations in Cambridge to provide alumni with news, information, events, programs, and opportunities to serve."

ARTICLES OF INCORPORATION (FOR DOMESTIC CLUBS)

Articles of Incorporation contain a broad overview of the club's nature and purpose. The following is suggested as a model, subject to alterations to fit local circumstances, for the Articles of Incorporation of any Harvard Club which desires tax-exempt status.

Domestic clubs should file their Articles of Incorporation with their state's Secretary of State, Corporation Division. This enables the club to obtain nonprofit tax status within the state. The fee for this service varies by state, but is in the range of \$30–\$50.

In completing this form, clubs should pay particular attention to their mission statement, which should also serve as a template for the mission statement in their club constitution or by-laws.

Please note: Each state operates independently, with different fees, guidelines, and regulations. For example, in Massachusetts, clubs filing for their Articles of Incorporation are actually filing under the name of "Harvard Club." Massachusetts's regulations do not recognize geographic areas or numbers, so all clubs in the state file under the same name. Therefore, clubs that have not already filed Articles of Incorporation need to obtain written documentation granting permission to use the name "Harvard Club" from Massachusetts clubs with already existing Articles of Incorporation. While it has not been a problem, it does take additional time.

"The undersigned, a majority of whom are citizens of the United States, desiring to form a nonprofit corporation under the nonprofit corporation law of _____, do hereby certify:

1. Name of the corporation shall be the Harvard Club of _____.

2. Place in this state where the principal office of the corporation is to be located is the city of _____, County.

3. Said corporation is organized exclusively for educational and charitable purposes. In furtherance of such purposes, the club shall foster a spirit of fraternity among graduates and former students of Harvard University; serve in extending knowledge of the aims and achievements of Harvard University; promote the interest of all alumni and alumnae in the academic and extracurricular activities of Harvard; represent the interests of the University in _____ region; encourage recreational activities for its members; solicit members for donations to Harvard scholarships; recruit candidates for Harvard admission and generally do all things to promote and encourage communication between Harvard University and its alumni/ae resident in _____.

4. Names and addresses of the persons who are the initial trustees of the corporation are as follows: Name _____ Address _____ *(add additional lines if necessary)*

5. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Third hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in, (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c) 3 of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c) 2 of the Internal Revenue Code, or the corresponding section of any future federal tax code.

6. Upon dissolution of the corporation assets shall be distributed for one or more exempt purposes, within the meaning of section 501(c) 3 of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government or to a state or local government for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction in the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

In witness whereof, we have subscribed our names this ____ day of _____.

CONSTITUTION/BYLAWS

The Club Constitution/Bylaws details the operating procedures of the club. For instance, the constitution will identify how often a board meets, how and when board elections will occur, the length of board terms, and so on.

The following constitution is suggested as a model, subject to alterations to fit local circumstances, for the constitution of any Harvard Club which desires nonprofit status under Section 501(c)(3).

MODEL CONSTITUTION

Article I: Name

Section 1. Name

The name of this organization shall be the Harvard Club of _____.

Section 2. Purposes

This club is organized and shall be operated exclusively for educational and charitable purposes. In furtherance of such purposes, the club shall: (1) Foster a spirit of fraternity among graduates, former students, and current students of Harvard University; (2) Serve in extending knowledge of the aims and achievements of Harvard University to alumni/ae in the region; (3) Influence outstanding young men and women to apply to Harvard (e.g., interviewing/applicant parties/new admit parties); (4) Promote the interest of all alumni and alumnae in the academic and extracurricular activities of Harvard; (5) Communicate area alumni/ae views to the Harvard Alumni Association; (6) Represent the interests of the University in the region; (7) Cooperate with the HAA to strengthen the club and encourage the establishment of new clubs; (8) Promote and encourage communication between Harvard University and its alumni/ae residents in the area.

Article II: Membership

Active membership in the club shall be open to anyone who qualifies under one or more of the following categories:

1. Any person who has received a degree awarded by Harvard University;
2. Any person who has completed one semester at Harvard University or Radcliffe College as a student or as an instructor;
3. Any person who has received a certificate of completion from an official program of the University of six weeks or more;
4. Any person who has received an honorary degree from Harvard University;
5. Parents of current undergraduates at Harvard;

Article III: Officers and Board of Directors

The affairs of the club shall be administered by an Executive Committee (or Board of Directors) and a President, Vice President(s), Secretary, and Treasurer. (See Bylaws for rules governing these bodies.)

Article IV: Amendments

Articles and sections of this Constitution may be amended, altered or repealed at any annual or special meeting of the club by a two thirds vote of those present, provided that notice of the proposed amendment, alteration or repeal has been sent at least ten days prior to such meetings to all current club members, and provided the amendment, alteration, or repeal is consistent with guidelines for Harvard clubs prescribed by the HAA.

Article V: Funds of the Club In the event of dissolution of the Harvard Club of _____, all its funds and other property, if any, remaining after the payment of its liabilities, shall be paid over and transferred to the President and Fellows of Harvard College for the benefit of the HAA or any successor organization, provided that the HAA, or such successor organization, has been determined to be (or to be an integral part of) an organization described in 501(c) 3 of the Internal Revenue Code. If the above requirement is not met, the assets of the club shall be transferred to the President and Fellows of Harvard College, provided it is then exempt from federal income tax and organized and operated exclusively for charitable, scientific, literary, or educational purposes, as the Board of Directors may by vote determine.

No part of the net earnings of the club shall inure to the benefit of any member, director, officer, or other private individual except that the club shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes stated in Article I, Section 2 of the Constitution.

No substantial part of the activities of the club shall consist in carrying on propaganda, or otherwise attempting to influence legislation, and the club shall not participate in, or intervene in (including publishing or distributing statements) any political campaign on behalf of any candidate for public office. Nothing contained in these bylaws shall be read as authorizing or permitting the club to operate other than exclusively for charitable, scientific, literary or educational purposes and no amendment of these bylaws shall authorize or permit the club to be organized or operated other than exclusively for the stated purposes.

MODEL BYLAWS

Article I: Meetings of Members

Section 1. Annual Meeting

The Annual Meeting shall be held at a time and place to be determined by the Executive Committee (Board of Directors) at which time the election of the officers and Executive Committee (Board of Directors) shall take place. (See Bylaws, Article III, Section 1.)

Section 2. Special Meetings

Special meetings shall be held when called by the Executive Committee (Board of Directors).

Section 3. Notice of Meetings

The Secretary as directed by the Executive Committee (Board of Directors) shall give notice of meetings.

Section 3. Quorum

Each active member in good standing shall be entitled to one vote upon any matter coming before the club. At meetings of the club, _____ percentage of members shall constitute a quorum.

Article II: Dues

Section 1. Amount

The amount of membership dues shall be determined by the Executive Committee (Board of Directors).

Section 2. Fiscal Year

Each dues payment shall cover the fiscal year of the club, which is from July 1 through the following June 30, inclusive.

Article III: Governing Body

Section 1. Executive Committee (Board of Directors)

The governing body of the organization shall be an Executive Committee (Board of Directors) consisting of the elected officers of the club and ____ additional members, of whom one shall be the immediate past president of the club. Additional members may be elected at the Annual Meeting of the club, or when their successors have been chosen. (In larger clubs, terms of Committee members (Directors) should be staggered.) Both ex-officio and additional members shall have voting rights.

Section 2.

The Executive Committee (Board of Directors) shall have full power to carry out the purposes of the club, and shall have general charge and control of its affairs, funds, and property, but shall not have the sole right to amend this Constitution. It is responsible for setting immediate goals for the current administrative year and long-range goals for future club achievement.

Section 3.

The Executive Committee (Board of Directors) shall meet at least four times per year to plan the activities of the club and to review the general club situation, or at any time designated by the President. The Secretary will be responsible for notifying each member of the committee. At such meetings a majority constitutes a quorum. The Executive Committee (Board of Directors) shall have full power to act on all applications for membership.

Article IV: Officers

Section 1. Officers

The officers shall be the administrative body of the club and shall consist of a president, vice president(s), secretary, and treasurer. All officers shall be elected as provided in the Bylaws.

Section 2. President

The President, or in that officer's absence the Vice President, shall preside at all meetings of the club and Executive Committee (Board of Directors). The President shall appoint all committees except as otherwise provided by this Constitution, and perform such other duties as may be required by custom or by the welfare of the club or by request from the Harvard Alumni

Association (HAA) including, but not limited to, the completion of the HAA Annual Report forms.

Section 3. Vice President(s)

In the temporary absence of the president, the vice president shall be designated by the president to exercise and perform his duties. At other times the vice president shall carry out such duties, such as heading important committees of the club, as may be delegated by the president to the Executive Committee (Board of Directors).

Section 4. Secretary

The Secretary shall keep a record of all meetings of the club and Executive Committee (Board of Directors). The Secretary shall be the custodian of the records of the club, conduct correspondence, and have charge of the membership and mailing lists. The secretary shall notify all members of club meetings and shall keep available for inspection by the club members, copies of the Constitution and Bylaws. The secretary shall perform other duties of the office and as assigned by the Executive Committee (Board of Directors) or president.

Section 5. Treasurer

The treasurer shall be authorized to collect all monies payable to the club, shall be charged with keeping the funds of the club, and from such funds shall make the necessary disbursements. The treasurer shall keep the club's financial accounts and shall enter in detail all receipts and disbursements. The treasurer shall be authorized to open an account in the name of the club and deposit all funds therein. The Treasurer shall make an annual statement and report to the club, or, when required, to the Executive Committee (Board of Directors), and perform other duties of the office as assigned by the Executive Committee (Board of Directors) or president.

Section 6. Other Standing Officers

Standing officers, if necessary, shall be appointed by the president and shall carry out the details necessary to the office to which appointed.

Article V: Elections

Section 1. Nominating Committee

The president, with the approval of the Executive Committee (Board of Directors), shall appoint a nominating committee.

The nominating committee shall present to a meeting of the club called for that purpose a list of nominations for the positions of president, vice president, secretary, treasurer, and any additional members of the Executive Committee (Board of Directors). Nothing in the Bylaws shall prevent the nomination of members for any or all of these positions when properly made from the floor.

Section 2. Annual Election

The annual election shall be held at a time designated by the Executive Committee (Board of Directors) (see Article I). Newly elected officers will take office on July 1.

Section 3. President's term

The President shall be elected for a one-year term, and shall not serve more than three consecutive one-year terms.

Section 4. Officer Vacancy

Vacancies occurring in any office, except the office of the President, shall be filled for the remainder of the unexpired term by the Executive Committee (or Board of Directors). In case of a vacancy occurring in the office of the President, a Vice President then in office shall serve as President for the remainder of the unexpired term, and the Executive Committee (or Board of Directors) shall fill the vacancy of the Vice President for the remainder of the unexpired term.

Section 5. Removal of Officers

An officer may be removed, with or without cause, by 2/3 vote of the Executive Committee (Board of Directors).

Section 6. Notification of Election Results

Notification of election results shall be transmitted at once to the HAA.

Article VI: Special Committees

The president from time to time may appoint such additional or special committee (i.e., Scholarship Committee, Schools Committee, Program Committee, Membership Committee) as is advisable. No committee shall take any action committing the club without the express authorization of the president. Action by any committee shall be upon affirmative vote of a majority of its members.

Article VII: Harvard Alumni Association

Officers and committees of the Harvard Club of _____ shall cooperate with officers, Regional Directors, committees, and staff of the HAA in carrying out the purposes of the latter Association, and adhere to HAA requests and policies.

Article VIII: Harvard Trademark Policy

Harvard Clubs are part of the Harvard University community and the University grants Harvard Clubs permission to use the “Harvard Club” name and other University trademarks and insignias. Harvard Clubs need to comply with policies set forth in the “Policy on the Use of Harvard Names and Insignias” located on the Harvard Trademark Program’s webpage at <http://www.trademark.harvard.edu> as well as the Harvard Club Trademark Policy titled “Use and Licensing of the ‘Harvard Club’ name, the HAA Logo, and other University Trademarks.”

Article IX: Bylaw Amendments

These bylaws may be amended, altered, or repealed at any annual or special meeting of the club by a two thirds vote of those present, provided that notice of the proposed amendment, alteration, or repeal has been sent at least ten days prior to such meetings to all current club members and provided the amendment, alteration or repeal is approved by the HAA Executive Committee.

CODE OF CONDUCT POLICY

Harvard Clubs are encouraged to adopt a code of conduct for members. Suggested language includes: “For any conduct by a member seriously harmful to the welfare of the Harvard Club of _____, the Board of the Harvard Club of _____ or any member of the Harvard Club of _____, the Board of Directors, after a vote of a majority of elected directors under the bylaws, has the right to terminate or suspend membership.”

CONFLICT OF INTEREST GUIDELINES

Leaders of Clubs and SIGs must be highly sensitive to avoid real or apparent conflicts of interest in the operation of a Club or SIG.

- Your Club or SIG represents Harvard and the HAA. Even the appearance of a conflict of interest could damage your Club's or SIG's reputation and that of Harvard and the HAA.
- As a leader, you have a duty to the Club or SIG and its members to ensure that the Club or SIG operates exclusively to further the goals of Harvard and the HAA for the benefit of your members and not to further any personal or business interests.
- If your Club or SIG is a tax-exempt entity or has charitable status, a conflict of interest could jeopardize the maintenance of your tax-exempt or charitable status.

Conflicts of interest can arise as a result of the activities of a range of people involved with your Club or SIG, including:

- Current Officers or Directors;
- Committee members;
- Club or SIG administrators, employees or volunteers;
- Club or SIG members;
- Donors or sponsors of Club or SIG activities; or
- Any of their immediate family members.

The general definition of a "real or apparent conflict of interest" is very broad:

- Any personal or business interest of any of the individuals or organizations described above that conflicts or might conflict with the interests and goals of Harvard, the HAA, or your Club or SIG.
- The use of the resources of your Club or SIG (including access to members) to further a personal or business interest.

Some real world examples of potential conflicts:

- A Club or SIG member asking for access to members for the purpose of advertising or selling tax planning or financial advisory services.
- A volunteer interviewer who runs a college admissions advisory business asking to advertise that business to Harvard applicants or their parents.
- A Club or SIG member who receives a fee from the Club or SIG in exchange for services, such as arranging a Club or SIG event, designing a website, or leasing office space or equipment to a Club or SIG.
- A sponsor of a Club or SIG event asking for access to a Club's or SIG's members email list to advertise their products or services.

- These are only examples. You should apply a common sense test. If a proposed activity seems like it could appear to others to be a conflict of interest, then it probably is.

All Clubs and SIGs, regardless of their size, should have a process for dealing with real or apparent conflicts of interest.

- Wherever possible you should adopt a written policy and communicate it to officers, directors and members. You should consider adapting this document to the particular circumstances of your Club or SIG and use it as a short form policy statement. For a more formal policy statement (which is suitable for including in an organizational document, like your Charter or By-Laws), see Appendix A.
- Any activity that might give rise to a real or apparent conflict of interest must be disclosed to the Club or SIG Board (or a committee of the Board established for this purpose) before the proposed activity takes place. The proposed activity should not take place without prior discussion and approval by the Board or committee.
- The fact that a situation like one of those described above exists does not necessarily mean that a conflict exists, or that a conflict, if it does exist, is necessarily adverse to the interests of the Club or SIG. You should apply common sense in making these determinations. The most important thing is that all of the relevant facts and circumstances are disclosed, and that the Board or committee makes a determination before the activity takes place.
- In some, hopefully rare, circumstances, your Club or SIG will need the power to enforce your conflict of interest policy. In order to ensure reasonable compliance, it is best practice for Club and SIG organizational documents to explicitly grant to the Board or a committee the power to exclude any individual from membership on the Board, from the position of an officer, or from general membership in the Club or SIG for violation of the conflict of interest policy.

TRADEMARK POLICY:

Harvard University is increasingly concerned about the ways its name and symbols (or trademarks, such as “Harvard” and the “VERITAS shield”) are being used by third parties. The Trademark Program is responsible for protecting the University’s trademarks around the world and for licensing their use by third parties. The University’s ability to both protect and control the use of its trademarks by others is enhanced because we have obtained, and are continuing to obtain, legal protection for many of Harvard’s trademarks worldwide. To the extent that the University can unify the ways its trademarks are used, the better its chances of being able to stop unauthorized third parties from using the Harvard trademarks in objectionable ways and in ways which trade on the University’s reputation. Harvard Clubs can help with this effort by notifying the Trademark Program whenever its members become aware of any unauthorized uses of the Harvard name.

Since Harvard Clubs are part of the Harvard University community, it is important that all Harvard Clubs adhere to policies set forth by the University in regard to how Harvard trademarks may be used. Harvard Clubs, like all other Harvard University units, need to comply with policies set forth in the “Policy on the Use of Harvard Names and Insignias” located on the Harvard Trademark Program’s webpage at www.trademark.harvard.edu. In addition to what is set forth in the Trademark Program’s policy, the following rules apply to all Clubs:

1. All Harvard Clubs recognize that the “Harvard,” “Harvard University,” “Harvard Club,” “Harvard Alumni Association,” “VERITAS shield,” “HAA logo,” various other University School shields, and all other University trademarks are the sole property of the *President and Fellows of Harvard College*. All Harvard Clubs also recognize that the “Harvard Club,” “VERITAS shield,” and “HAA logo” are trademarks used with the permission of the University.
2. Harvard Clubs may not alter the Harvard “VERITAS shield” or “HAA logo” in any way. Newly created VERITAS shields or HAA logos incorporating a Harvard Club’s name or logo are not permissible.
3. Harvard Clubs may use the Harvard Graduate School shields to demonstrate their commitment to all University alumni. These shields must be used collectively and may not be altered. Newly created Graduate School shields incorporating a Harvard Club’s name or logo are not permissible.
4. All Harvard Clubs understand that they may only use the “Harvard Club” name, “HAA logo,” “VERITAS shield,” and the collective Graduate School shields and that these trademarks may only be used to identify the Club on signage, letterhead, business cards, and on some products (as defined below). Permission must be obtained from the Harvard Trademark Program in order to use these marks for any purpose other than noted above or in order to use any University trademark other than those noted above. In general, activities of the Clubs should always be described as being undertaken by the “Harvard Club of X” and not by “Harvard” or “Harvard University.”
5. Registration of any of Harvard’s trademarks anywhere in the world, including “Harvard Club” or “Harvard Club of X,” can only be done with written permission of the Trademark Program and any such registration must be owned by the *President and Fellows of Harvard College*.
6. Harvard Clubs may sell insignia items (t-shirts, mugs, etc.) containing the club’s name in combination with the “VERITAS shield,” the “HAA logo,” or the collective Graduate School shields only to their members.
7. Harvard Clubs may give away items bearing the club’s name in combination with the “HAA logo,” the “VERITAS shield,” or the collective Graduate School shields to donors or to group members.
8. Harvard Clubs may not sell any items bearing any of the University’s trademarks, including items bearing “Harvard,” “HAA logo,” the “VERITAS shield,” or the collective Graduate School shields to the general public.

In cases where a Harvard Club feels it has a situation that should be considered an exception to any of the above rules, please contact either the Harvard Trademark Program at (617) 495-9513 or trademark_program@harvard.edu or the Clubs and Shared Interest Groups Office at (800) 654-6494 (U.S.), (617) 495-5732 (international) or clubs@harvard.edu.

TAX INFORMATION FOR U.S. CLUBS

FREQUENTLY ASKED QUESTIONS (FAQs)

Below are answers to questions about the three most common tax topics encountered by U.S. Harvard Clubs: the Employer Identification Number (EIN), tax-exempt status (both state and federal), and the Annual Information Return. Detailed information follows the FAQ section.

1) What is an Employer Identification Number (EIN)?

An Employer Identification Number (EIN) is a 9-digit number (like a Social Security number) only it belongs to an organization, not a person.

2) Why does our club need an EIN?

A club must obtain an EIN to open a bank account and to apply for federal tax-exempt status.

Note: If a club has a bank account but not an EIN, the bank account may have been opened with the Treasurer's Social Security number. This should be changed as soon as possible as it may affect the Treasurer's personal tax status.

3) What does it mean to be a non-profit? What is the benefit for our club?

In the U.S., non-profit organizations are formed by incorporating in the state in which they do business. U.S. clubs with non-profit status are eligible for sales, property, and income tax exemptions in the state in which they are incorporated. The HAA encourages all U.S. clubs to become legal entities by incorporating in their home state, though recognizes that this may not be feasible for some smaller clubs.

4) Are non-profit status and tax-exempt status the same?

No. Non-profit status is secured by incorporating at the state level, while tax-exempt status is granted by the federal government. The major benefit of securing federal 501(c)(3) tax-exempt status is that your club has the ability to solicit tax-deductible gifts from members.

5) How does federal 501(c)(3) status differ from 501(c)(7)?

501(c)(3) status is designated for all charitable organizations, including educational groups such as alumni associations or clubs. Clubs should clearly list the educational activities they will be engaging in when they apply for 501(c)(3) status. 501(c)(7) status is designated for social clubs, which are organized for "pleasure, recreation, and other similar non-profitable purposes." A club with 501(c)(3) status is exempt from federal tax, and donations to the club are tax-deductible. (This includes membership dues.) While a club with 501(c)(7) status is exempt from federal tax, donations to the club are not tax-deductible.

6) Does my club need to file an Annual Return with the IRS?

If your club has secured 501(c)(3) or 501(c)(7) tax-exempt status, you are required to file an Annual Return. Note: In order to retain your 501(c)(3) status, your club will need to demonstrate on your Annual Return that the charitable and educational aspects of its operations are ongoing and predominate over the purely social dimensions.

EMPLOYER IDENTIFICATION NUMBER (EIN)

An Employer Identification Number (EIN), also known as a Federal Tax Identification Number, is a permanent 9-digit number (like a Social Security number) used to identify a business entity. It is needed to apply for a bank account as well as for federal tax-exempt status. Once your club has an EIN, the IRS may require that you prove the club is tax-exempt or that you have paid taxes on its income.

Application

Apply by completing IRS Form SS-4, Application for Employer Identification Number. This form is available via the IRS website at <http://www.irs.gov/pub/irs-pdf/ss4.pdf> or from your local IRS office by calling 1-800-TAX-FORM.

The preferred application methods are internet, phone, and fax. You can also apply via mail.

Internet (immediate):

You can submit Form SS-4 online via Internet-EIN at https://sa1.www4.irs.gov/sa_vign/newFormSS4.doc. After you have completed all necessary fields on this form, preliminary validation is performed and you will be alerted to any missing information. An EIN will be issued after the successful submission of the completed form.

Phone (immediate):

Complete Form SS-4 prior to calling so that all of the relevant information is available. Call the EIN toll-free telephone line (1-800-829-4933) five days a week between 7:00 AM and 10:00 PM EST, Monday through Friday. The person making the call must be authorized to receive the EIN and answer questions concerning Form SS-4. An IRS representative will assign the EIN, and provide the number to the authorized individual over the telephone.

Fax (4 business days):

Fax your completed Form SS-4 to the fax number listed for your state in the table below. Be sure to provide your own fax number; a fax will be sent back with the EIN within four (4) business days. Do not call the EIN toll-free number to apply as duplicate EINs may be accidentally issued.

Mail (4–6 weeks):

The timeframe for processing an EIN application received by mail is four weeks. Mail your completed Form SS-4 to the address listed for your state in the table below.

Below are the mailing addresses and fax numbers, listed by state, to which to send Form SS-4.

Residence:	Mailing Address & Fax:
Connecticut, Delaware, District of Columbia, Massachusetts, New Hampshire, Florida, Georgia, Maine, Maryland, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Rhode Island, South Carolina, Virginia, West Virginia, Vermont	Attn. EIN Operation P.O. Box 9003 Holtsville, NY 11742-9003 Fax: (631) 447-8960
Illinois, Indiana, Kentucky, Michigan	Attn: EIN Operation Cincinnati, OH 45999 Fax: (859) 669-5760

Alabama, Alaska, Arizona, Arkansas, California, Colorado, Hawaii, Idaho, Iowa, Kansas, Louisiana, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma Oregon, Puerto Rico, South Dakota, Tennessee, Texas, Utah, Washington, Wisconsin, Wyoming	Attn: EIN Operation Philadelphia, PA 19255 Fax: (215) 516-3990
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NON-PROFIT VS. TAX-EXEMPT

Non-profit organizations are formed in the U.S. by incorporating in the state in which they do business. You incorporate a non-profit by filing articles of incorporation (or other charter documents) with the appropriate local state office. Organizations with non-profit status are eligible for sales, property, and income tax exemptions in the state in which they are incorporated. If you want your non-profit to be exempt from federal taxes, you should file with the IRS to be a **tax-exempt** organization. The most well known type of non-profit is the IRS classification of 501(c)(3), a “charitable non-profit.”

Non-profit organizations need not be tax-exempt organizations. The pursuit of tax exemption is a voluntary choice and non-profit organizations are free to be taxable if they so choose. However, most non-profit organizations not only incorporate as non-profit organizations (in their state), but also apply for recognition by the IRS as a tax-exempt organization. This **tax-exempt** status is granted by the federal government through the IRS, and is available only to entities already holding non-profit status.

NON-PROFIT

Non-profit organizations are formed by incorporating in the state in which they do business. You incorporate a non-profit so that it exists as a separate legal organization in order to a) own its own bank account; b) be eligible for sales, property, and income tax exemptions; c) ensure that the non-profit can continue on its own; and d) protect yourself personally from liability from operations of the non-profit.

U.S. Harvard Clubs interested in pursuing non-profit status in their home state should file with their Secretary of State, Corporation Division by completing the local state form, paying the relevant initiation fee (usually between \$30 and \$50), and submitting their Articles of Incorporation to outline the club’s nature and purpose.

The HAA encourages all U.S. clubs to become legal entities, though recognizes that this may not be feasible for some smaller clubs.

TAX-EXEMPT

The IRS may grant a club one of two types of 501(c) tax-exempt status:

- **501(c)(3)** is for charitable organizations, a designation that applies to educational groups, such as alumni associations and clubs. A club with 501(c)(3) status is exempt from federal tax, and donations to the club, including membership dues, are tax-deductible.

****** The major benefit of securing 501(c)(3) status is that a club has the ability to solicit tax-deductible donations.

- **501(c)(7)** is for social clubs, which are organized for “pleasure, recreation, and other similar non-profitable purposes.” A club with 501(c)(7) status is exempt from federal tax; however, donations to the club are not tax-deductible. This includes membership dues as well as “gifts in kind” (items donated for a silent auction or food/beverage donated as refreshments for a club event).

Note: While a club may apply specifically for 501(c)(3) status; it does happen that the IRS may instead confer 501(c)(7) status. In what is known as the “organizational test,” the IRS reviews the club’s application (Form 1023), including the club’s mission and activities. If the IRS does not find the club’s mission and activities to be predominantly educational in nature (e.g., admissions volunteering, Prize Book program, faculty lectures and demonstrations, scholarship fundraising), 501(c)(3) status will be deferred. If it appears that the social activities of the club are primary rather than secondary activities, the IRS will usually confer 501(c)(7) status. Additionally, in order to retain their 501(c)(3) status, a club must demonstrate on its Annual Return that the charitable and educational aspects of its operations are ongoing and predominate over the purely social dimensions. In the instance that the IRS questions the validity of a club’s 501(c)(3) status, the club should be prepared to document these charitable and educational activities.

If you are uncertain if your club has already received 501(c) status or if you are unable to locate your original tax-exempt application, the IRS can provide you with this information.

Who Should Apply?

- Clubs with annual incomes exceeding \$5,000 (excluding income designated for Harvard scholarships);
- Clubs interested in having donations to the club be tax deductible; or
- Clubs interested in obtaining a non-profit bulk mailing permit.

Considerations for Applying

- Clubs will likely need to secure the expertise of a tax attorney to assist with the completion of the application materials (specifically IRS Form 1023); and
- Clubs, once granted 501(c) status, are required to file an Annual Return with the IRS.
- For more information, visit the IRS “FAQs about Applying for Tax-Exemption” website at <http://www.irs.gov/charities/article/0,,id=96590,00.html>.

The Application Process

To apply clubs must:

- Request an Employer Identification Number (EIN); and
- Submit IRS Form 1023, Application for Recognition of Exemption.

Form 1023 can be found online at <http://www.irs.gov/pub/irs-pdf/f1023.pdf>. Detailed instructions for completing Form 1023 can be found at <http://www.irs.gov/pub/irs-pdf/i1023.pdf> and additional assistance is available by calling the IRS Exempt Organization Customer Account Services Office at 1-877-829-5500.

Please note that a user fee payment is required with the submission of Form 1023. If your club's average annual gross receipts have exceeded, or will exceed, \$10,000 annually over a 4-year period, you must submit a payment of \$750. If they have not exceeded, or will not exceed, \$10,000 annually over a 4-year period, the required application fee is reduced to \$300.

Note: Clubs may already be considered to have 501(c)(3) status if the social activities of a club are no more than incidental to its basic purpose of advancing the interests of Harvard. The IRS will then consider the club an exempt charitable organization or educational organization under 501(c)(3) of the code without requiring the organization to file a formal application or an annual return, provided that its gross receipts are sufficiently small—i.e., “normally” less than \$5,000 per year. Total gross receipts exclude gifts that are intended for and transmitted to Harvard annually for scholarship, etc.

How to Improve Your Club's Chances of Obtaining 501(c)(3) Status

1. Obtain an EIN.
2. Draft Articles of Incorporation. This is very similar to a mission statement and its language should clearly identify the club as promoting the welfare of the University and its alumni.
3. Draft bylaws/constitution keeping in mind those provisions required for the IRS “organizational test” of non-profits, including:
 - The IRS encourages organizations to include “the standards, criteria, procedures, or other means that your organization adopted or planned for carrying out those activities.” Since clubs generally apply as educational charities, they should clearly list the educational activities they will be engaging in, for example, Schools and Scholarships volunteer work, Prize Book award program, lectures and demonstrations and/or scholarship fundraising. In addition to initially demonstrating their commitment to supporting the University's charitable and educational mission, clubs will need to be able to demonstrate this on an ongoing basis in their annual returns. (Please note there is a particular section of Form 1023 to be filled out by clubs engaged in scholarship fundraising, Schedule H.)
 - The club bylaws/constitution must include a mission statement to “promote the welfare of the college or university.”
4. Be sure your bylaws/constitution dictates appropriate use of club monies.
 - The bylaws/constitution should contain language prohibiting inurement (members profiting from the club) and outlining how the club will use its money. The IRS offers this sample language for bylaws/constitutions: No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the mission statement.”
 - The assets of the club must be dedicated to another tax-exempt organization should the club dissolve. In other words, if the club becomes inactive, its treasury must be given to another educational charity. The IRS offers this sample language for bylaws/constitutions: “Upon the dissolution of the corporation, assets shall be distributed to one

or more exempt organizations within the meaning of section 501(c)(3) of the Internal Revenue Code.”

- The bylaws/constitution must clearly prevent the club from participating in politics, lobbying or otherwise attempting to influence legislation. The IRS offers this sample language for bylaws/constitutions: “No substantial part of the activities of the corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.”
5. Your bylaws/constitution should also outline those club programs that both support the University and contribute to the welfare of the general public. These programs might include the Early College Awareness program, the Prize Book program, Schools and Scholarships work, and the Summer Community Service Fellowship program.

ANNUAL RETURN FILING

Any club that has secured 501(c)(3) or 501(c)(7) tax-exempt status is required to file an Annual Return, Form 990. In order to retain their 501(c)(3) status, a club will need to demonstrate on their Annual Return that the charitable and educational aspects of its operations are ongoing and predominate over the purely social dimensions.

1. Income exceeding \$25,000

Clubs with annual gross receipts totaling more than \$25,000 are recommended to complete the simplified annual return form, Form 990-EZ. This form is for organizations with 1) gross annual receipts totaling less than \$100,000 and 2) whose total assets (line 25, column (B) of Form 990-EZ) are less than \$250,000 at the end of the year. Form 990-EZ can be found on the IRS website at <http://www.irs.gov/pub/irs-pdf/f990ez.pdf>. Instructions to complete the form can also be found online at <http://www.irs.gov/pub/irs-pdf/i990-ez.pdf>.

2. Income less than \$25,000

Beginning in 2008, clubs whose gross receipts are normally \$25,000 or less will be required to file Form 990-N, also known as the e-Postcard, on an annual basis. The IRS will mail letters starting in July 2007 notifying clubs that they will be required to file the e-Postcard. The IRS is developing an electronic filing system for the e-Postcard and will publicize filing procedures when the system is completed and ready for use. There will be no paper Form 990-N.

Filing Deadline

Form 990 is due annually 15 days after the 5th month from the end of the club’s fiscal year. For instance, if the club’s finances are on a typical fiscal year, ending June 30, the form would be due by December 15 of that year.

Depending on a club’s revenue, supplementary financial materials may be required to be filed with Form 990 or Form 990-EZ. This information is included on the form.

TAX INFORMATION FOR INTERNATIONAL CLUBS

The HAA encourages all international clubs to apply to become legal entities in their home country. We recognize, however, that this application process can vary widely from country to country based on individual international law. International clubs should contact their respective governmental offices to determine their specific legal entity application process.

INSURANCE INFORMATION FOR U.S. CLUBS

Compiled by the Harvard Insurance Office

Many Harvard Clubs do not purchase insurance to cover club activities. As a result, members may feel financially exposed to claims or suits and clubs are faced with a dilemma when the site hosting an event requests an insurance certificate. The following is a brief synopsis of what the club might do in regard to insurance.

1. EVENTS HELD AT CLUB MEMBERS' HOMES.

An individual's homeowner's policy should cover losses or claims, up to the amount of the policy coverage, arising out of an event. It is important to tell the homeowner that the club does not have any insurance. The homeowner should call their insurance carrier or agent to confirm that their policy provides coverage. When possible, always have the club, its directors, officers, and members added to the homeowner's policy as "additional insureds" for losses arising out of the event. There usually is no cost for adding additional insureds.

2. WHAT DOES ADDING THE CLUB, ITS DIRECTORS, OFFICERS, AND MEMBERS TO A HOST'S HOMEOWNER'S INSURANCE POLICY OR A VENDOR'S POLICY ACCOMPLISH?

Let's take the example of a caterer or bartending service. A club member hosts an event, and hires a caterer to prepare and serve food. All guests get food poisoning and claims are made against the club, or both the club and the caterer. By being on the caterer's policy as "an additional insured," the caterer's insurer will negotiate with the injured parties and affect a settlement or deny the claim. If the latter happens, and the club is sued, the caterer's insurance company will defend the club, and pay legal fees and any judgment entered.

Being added to the policy of a person or group that is ultimately responsible for a loss, or conditions which contribute to or cause a loss, is fair. If the caterer prepares the food and has control over all the elements of the service, the club should not be held responsible for the loss. But claims and suits do arise and involve the hiring of lawyers and this technique of being added to the policy saves the club the costs associated with a claim.

Being added as an additional insured is something clubs should try to do with every vendor they use. Sometimes the club may be told this is not possible. Ask why or ask that the vendor's insurance agent call you to explain why.

3. INSURANCE CERTIFICATES FROM VENDORS.

If you hire vendors—a band, a caterer, a security service, or valet parking service—make sure they have insurance. Ask for a certificate of insurance to be provided to the club prior to the event. You want to confirm that vendors have Workers Compensation to cover injuries to workers and Comprehensive General Liability to cover injury or damage to others. You also want to confirm

that the amount of coverage is sufficient. (See number 7.)

Also, a certificate of insurance has a box near the bottom entitled “Description.” That box should say something like, “The policy covers XYZ Company’s activities at the Harvard Club’s Annual Dinner on 4/15/03.” This way you know the event is indeed covered.

You should have a contract or agreement with the vendor which states that the vendor agrees to have insurance, and in a separate paragraph, that the vendor agrees to hold harmless and indemnify the club, its directors, officers, and members, from any and all losses arising out of the vendor’s activities (it may refer to “acts” or “negligence”). This language gives you recourse to the vendor’s assets if a claim is settled and the insurance is not enough or is cancelled.

4. WHAT IF A VENUE/SITE FOR AN EVENT ASKS THE CLUB FOR AN INSURANCE CERTIFICATE?

If the Club does not have insurance, there are some alternatives:

- Explain that the caterer and bartending service have insurance and that the club is afforded coverage under these policies. This should suffice but if it does not,
- Purchase a Special Events Liability (SEL) policy, which will cover the time period of the event and usually costs \$250–\$500.

5. WHAT SHOULD CLUBS LOOK OUT FOR WHEN SIGNING CONTRACTS WITH OTHERS?

While this is not intended to be a primer on contracts, here are a few areas to be aware of.

- **Hold Harmless Indemnification.** This means that the Club releases the hotel, for example, from all losses, claims, or suits arising from the Clubs’ use of the premises regardless of fault. So if the floors are too highly waxed (the hotel’s doing) and someone falls and gets seriously injured, the Club would be responsible for the claim.

Reword this section to say: “The Buyer (or whatever term they use) agrees to hold harmless and indemnify the Seller from all losses (do not agree to any and all losses) arising out of the Buyers’ negligence.” This is equitable. It says the venue will be responsible for losses due to its actions and the Club will be responsible for its own negligence.

- **Releases.** This is the same concept as above. You are releasing the venue from responsibility for its actions. Like the Hold Harmless Indemnification, the release undoubtedly will be overbroad to protect the venue and to shift responsibility onto the club. **Delete and agree to** a modified version along the lines shown in the preceding section.
- **Limitation of Liability.** This is another variation on the same theme. Many times it will say, “The Seller is only liable to the amount of the contract.” So if you paid \$50,000 to rent a ballroom and there is a \$1million claim, the Seller has limited their exposure for the claim, which may be their fault, to \$50,000. **Delete this entire section.**
- Some contracts state that the hotel, for example, will not be responsible for the personal belongings of the guests at an event. This is standard.
- **Insurance Requirements.** While you may purchase a one-day policy, the contract may require additional types of insurance such as workers compensation and automobile liability. These are not applicable. The club does not have employees and does not own or use cars in the course of the event. The fact that people drive to the event is not pertinent

in regards to the insurance. **Delete this additional coverage.**

- Some contracts state, in a variety of ways, that the club will be responsible for the activities of contractors, subcontractors, assigns, business invitees, guests, and numerous other parties. **Modify this provision** to state that the club is responsible for the activities of the club and club directors and officers.

6. WHAT SHOULD CLUBS INCLUDE ON THEIR SPECIAL EVENTS POLICY OR A COMPREHENSIVE GENERAL LIABILITY POLICY, IF THEY BUY ONE?

The most important item is “who” is insured. There will be a definition of the word “insured” on the policy and it should be broad. The club is the primary insured but its directors, officers, members, and volunteers should also be named. If the policy does not state this explicitly, an endorsement should be added to the policy naming all the groups.

The next is “what” is insured. Many policies are not explicit but the policy form, which is hard to decipher, may only include losses arising out of the premises, such as the main location of the club. So, anything offsite is not insured. Ask your agent or broker to tell you, in writing, what coverage it applies to, such as all activities of the club at any location within the Continental U.S. and Canada. Note: policies usually have geographic restrictions and Hawaii is outside the area, as is Mexico. Be aware and amend the policy accordingly.

Look at coverage extensions such as Personal Injury and Contractual Liability. Personal Injury is coverage for libel and slander while Contractual Liability protects against liabilities the club may have assumed under a contract provision.

Examine the policy exclusions and ask your broker what the exclusions mean or what kind of losses they are intending to exclude. You may find that you need the excluded activities and you will need an endorsement to delete the exclusion.

7. WHAT AMOUNT OF INSURANCE SHOULD WE PURCHASE?

No one has the answer to this question. Ask your broker to get quotes for \$1 million (the Harvard Insurance Office considers this the minimum amount), \$5 million, and \$10 million. The club should do an analysis on incremental increases in cost. For example, it may cost an extra \$1,000 to increase coverage from \$1 million to \$5 million.

8. SHOULD THE CLUB PURCHASE A DIRECTORS AND OFFICERS (D&O) POLICY?

A Comprehensive General Liability policy, endorsed to include the directors and officers, will protect them from all matters involving bodily injury and property damage but a Directors and Officers Liability (D&O) policy excludes bodily injury and property damage.

It is unclear what a D&O policy covers in the context of a club. For-profits, especially large companies, need them because stockholder suits are covered. But since not-for-profits, including clubs, do not have that exposure it is difficult to cite specific claims that could be brought against a club and covered under a D&O policy. Ask your broker to give you examples and assess whether the club has the exposures the broker cites.

9. OUR CLUB DOES STUDENT MENTORING AND MEMBERS INTERVIEW FOR THE ADMISSIONS OFFICE. WHAT CAN WE DO TO PROTECT AGAINST LOSSES FOR IMPROPER BEHAVIOR?

The club should issue a policy statement on these situations. The Harvard Insurance Office prepared the following for the Phillips Brooks House (PBH).

“Program staff members dealing with children must avoid situations which could be viewed as inappropriate:

- Refrain from excessive and unwarranted physical contact.
- Avoid impromptu one-on-one sessions.
- Try to hold scheduled one-on-one sessions in a public place.
- When one-on-one sessions are held in private spaces, keep the door open.”

For a copy of the entire PBH manual, please contact the Clubs and SIGs Office.

CLUB ORGANIZATION

The HAA cannot stress strongly enough the importance of setting officer term limits and planning for succession.

1. TERM LIMITS & SUCCESSION PLANNING

Term: Club officers usually serve one or two-year terms with elections taking place at either the Annual Meeting or the Board Meeting in May or June. The maximum term acceptable should be 3 years. For many clubs, the term of office begins on July 1 of each year and ends June 30 of the succeeding year.

Succession: To maximize alumni involvement and to avoid volunteer burnout, it is strongly recommended that officers serve no more than two consecutive terms in any single role. It is also recommended that a leadership track be established, with a progression from Vice President to President-Elect to President.

2. CLUB OFFICERS AND STAFF

The number of a club’s governing officers will vary depending on the size and needs of the club itself. The following are examples of typical club officer positions and their responsibilities:

President

- Leads club efforts in service to its members, to Harvard, and to the community at large;
- Acts as primary contact between the club and HAA, Regional Director, and other club Presidents;
- With club Treasurer, assumes overall financial management of the club;
- Convenes, sets agenda, and presides over club meetings;
- Selects committees and appoints chairs;
- Submits annual President’s Annual Report and Officer Listing to the HAA;
- Represents the club at the annual Alumni Leadership Conference in Cambridge. (The President may designate another officer to attend.); and
- Assists in identifying and working with successors to ensure continuity in the club.

Vice President

The club may wish to have several VPs (e.g. a VP of Programs, VP of Membership, etc.).

- Works closely with officers and directors to generate ideas and program strategy;
- Presides over meetings in the absence of the President; and
- Serves as coordinator for important events.

Secretary

- Maintains membership list and advises HAA of address changes;
- Supervises club mailings;
- Keeps meeting minutes (e.g. board of directors, annual meeting, etc.); and
- In conjunction with the President, maintains contact with the HAA to ensure that the HAA and the club's Regional Director receive copies of club mailings.

Treasurer

- Maintains and supervises club bank account;
- Pays club bills and records sources of income;
- Collects and records receipt of annual dues;
- Prepares and submits financial statements to the club's executive committee or board;
- Prepares a full financial report and presents it to club membership annually; and
- Files federal and state tax returns for the club.

OTHER OFFICERS MAY INCLUDE:

President-Elect

- Serves as understudy to the President;
- Assists President in management of club operations; and
- May focus attention on recruitment, retention, and leadership succession.

Schools and Scholarships Chair

- Is in direct contact with the Admissions Office on aspects of recruitment in the club region; and
- In conjunction with the Admissions Office, recruits and trains alumni to interview candidates for admission to Harvard College.

Membership Chair

- Coordinates efforts to increase and maintain club membership; and
- Oversees membership drives and, when appropriate, organizes efforts to phone members about renewals.

Recent Graduates Chair

- Brings together and manages a recent graduates committee responsible for working with recent grads so that they feel included in the life of the club; and
- Organizes social, networking, and community service events for recent graduates. Recent graduates typically include undergraduate alumni of the last five years, and alumni of graduate or professional school of the last five years.

Summer Community Service Fellowship (SCSF) Chair

- Works with the Center for Public Interest Careers (CPIC) and the HAA to implement the program;
- Organizes a committee to review applications and make recommendation to SCSF Award Selection Committee on award recipient(s); and

- Serves as point person for CPIC to help identify alumni interested in providing student internships.

Prize Book Chair

- Works with local high school guidance counselors to identify prize book recipients;
- Places book orders with the Coop; and
- Organizes volunteers to present prize books at local high schools.

Web Manager

- Constructs and maintains the club website.

2. CLUB COMMITTEES

Club committees vary depending on the individual needs of a club. Committees should start small. Keep in mind that people on large committees tend to assume that someone else will do the work. The following are examples of typical club committees:

Schools and Scholarships

The Harvard Admissions Office refers to clubs' Schools and Scholarships (S&S) Committees as the "ground troops of Harvard's admission outreach." These committees directly impact Harvard's ability to find and enroll the most promising students from around the world.

The chair organizes the committee according to Admissions Office guidelines on search and recruitment strategies. Areas requiring coordination by the S&S Committee include: conducting and reporting on candidate interviews, working to increase yield of admitted students enrolling at Harvard, helping to coordinate travel by Admissions staff to the region and candidates to Harvard, and contacting local high school guidance counselors.

Events

The Events Committee is responsible for planning and executing all club events, including HAA Speakers Bureau events.

Membership

The Membership Committee is responsible for developing strategies for recruiting a healthy membership base.

Board of Directors/Executive Committee

Each club should have a formal Board/ Executive Committee with representation from the College as well as the graduate schools. The Board works closely with officers to ensure strong leadership of the club, and includes past officers familiar with club leadership and management issues. The Board is a critical advisory group to the incumbent club officers and meets regularly. The Board is often instrumental in ensuring a smooth transition from one group of officers to the next. Officers and Directors should be charged with personally prospecting and soliciting new members.

3. CLUB OPERATING PLAN

Each year the club's Board should review the club's achievements and goals for the future. The following are some suggested short-term, intermediate, and long-term goals.

Short-term Goals

1. Establish a functioning leadership group that meets regularly.
2. Establish contact with your Regional Director and the HAA.
3. Create committees.
4. Set dues structure.
5. Identify alumni concentration in your club area to determine where and how often programs should be held (new and emerging clubs should limit their focus to having 1-2 events a year).
6. Determine and begin implementing the programs and other activities desired by area alumni.
7. Provide periodic informational mailings to members and potential members (ongoing).
8. Increase membership (ongoing).
9. Begin developing a membership directory/database.

Intermediate Goals

1. Provide periodic informational mailings to members and potential members (ongoing).
2. Establish communication with current students.
3. Identify future club leaders.
4. Develop website.

Long-term Goals

1. Develop functioning, self-sustaining committees.
2. Provide for standard Board and officer turnover.
3. Gain enthusiastic member participation.

MEMBERSHIP

Every new club faces the challenge of trying to build a membership and financial base. No perfect system for accomplishing this exists. Suggestions for improving membership are listed in this section. Your Regional Director may also be able to provide insight and guidance.

ELIGIBILITY

It is the prerogative of each Harvard Club—rather than the HAA—to define which persons are eligible for membership. The definition of a member should be stated clearly in a club's bylaws.

Per the HAA, all alumni of Harvard are eligible to be members of a club. A Harvard alumnus or alumna is defined by the University as “one who has registered in and taken part in the academic program of any department of Harvard University or Radcliffe College for a period of at least six weeks.” Using this definition as a foundation, many clubs expand their membership to include parents of current students, graduates of shorter graduate programs (Harvard school-sponsored Executive Education programs held in Cambridge & Boston), faculty, surviving spouses of members, and other affiliates of the University (fellows, students, etc). These persons are often given “Associate” member status.

BUILDING A STRONG BASE

A healthy membership is critical to having a strong and active club. Each club, at minimum, should appoint a membership chair to lead the club in its membership drive. Many clubs find it useful to form a membership committee. It is useful to establish a corollary between the demographics of the club's board and demographics of alumni who join the club. When reaching out to new members, it is important for a club to keep in mind different age groups, academic, social, and professional interests of potential members. Since the alumni body today is more diverse than in any other time in Harvard's history, the first step to encouraging more diverse membership in the club is to cultivate a more diverse board. Many clubs have found that establishing a Recent Graduate Committee or affinity groups for Latino, Asian, or African-American alumni within the club has led to greater participation in club activities, ultimately reinvigorating the club.

The following are strategies for recruiting and retaining members:

- Send one mailing a year to all area alumni outlining the year's activities;
- Outline for alumni what the dues will pay for, in terms of club overhead. (People like to know what they're paying for);
- In addition to Board members, encourage current members to solicit new members personally;
- Use the Club Directory as a membership incentive: those who pay their membership receive the directory and/or can advertise their products/services in the directory;
- Have a price break for members on event tickets, even if it is a token amount;
- Make follow-up phone calls to those who have not renewed their membership;
- Host a free event and solicit members there;
- Invite Schools and Scholarships Committee members to join;
- Announce club events in local newspaper;
- Renew members automatically on credit cards or via bank draft;
- Send club newsletters to current students, as they are the next generation of club members;
- At all meetings and events, ask veteran members to reach out to new members to make them feel welcome.

As often as possible, reserve certain club benefits for your dues-paying members. If you offer too many benefits to non-members on a regular basis, you may lessen the value of membership.

DUES

Club dues vary greatly depending on a club's size and needs. Income generated from dues should cover overhead costs, including mailings. In most cases, an additional fee is charged for each club event.

Experience has shown that increasing dues does not decrease participation and membership, as long as members understand how dues are being used. In the annual dues appeal make it clear that dues help subsidize events and provide for mailings, supplies (such as stationery), and gifts to speakers and outstanding volunteers.

When creating the dues structure, factor in the cost of the following:

- Printing and posting of communications pieces;

- Hotel, meal, and ground transportation expenses of faculty speakers;
- Occasional underwriting of partial or entire event costs;
- Prize Book Program purchase; and
- Scholarship fundraising.

Having a solid sense of the club's annual overhead, and considering that a club's goal should be a membership base of at least 18 percent of the total alumni in the area, you will be able to come up with a reasonable dues structure.

Clubs should offer alumni the opportunity to give at a higher level, as a "supporting," "sustaining," or "patron" member. In addition, clubs should consider discounted rates for current students or recent graduates. In some cases, clubs may offer one-year (or more) free membership to recent graduates.