STANDARD OPERATING PROCEDURE AND JOB DESCRIPTIONS
CLAN MACLEOD U.S.A. (CMSUSA)
July 2023 – V8

The Clan MacLeod Society U.S.A. (CMSUSA) was established in 1954 according to New York State Not-for-Profit Corporation Law. CMSUSA is governed by a "Council" as defined by the latest edition (currently the 2016 revision) of the Society's By-Laws. The CMSUSA Council may be comprised of a maximum 30 voting positions. These voting positions shall be composed of the "Officers of the Society" and other designated Members of Council. If such Officers and Members hold multiple "Council" positions the "One-Person" / "One-Vote" rule shall apply. However, in no case may one person ever hold the offices of President and National Secretary concurrently (Article IV.8: 2016 By-Laws). The Immediate Past President and the Dunvegan Foundation Chairman, are included in the 30 voting council positions. The three chiefs: MacLeod of MacLeod, MacLeod of the Lewes and MacLeod of Raasay are designated honorary ex officio members of Council and do not constitute part of the 30 voting positions. All these individuals and/or positions are confirmed at the Annual General Meeting each year by membership vote which can include proxies. Depending on the needs of the Society, the positions / duties of Council members may fluctuate. All voting Council members shall be considered officers for this document. Any person who is a member in good standing and has agreed when asked to serve may be a member of Council. For created Council positions, Council shall designate at what level of participation the position shall have.

At each CMSUSA AGM and / or Council meeting the National Secretary shall provide an attendance roster. Each officers shall sign the attendance roster and indicate their society position. The National Treasurer based on the attendance roster shall send verification letters to those attendees which can be used as USA federal tax proof of participation in a 501(c)3 event. An individual must be an officer to receive this letter.

ALL OFFICERS

Officers should familiarize themselves with their jobs and with the CMSUSA By-Laws. The main resource for acquiring this information is one's predecessor in the office. Other officers, current and past, may also be knowledgeable re job information. An officer should consider it a duty to record important experience and background information for their successor. The CMSUSA web site contains documentation on the MEMBER'S ONLY site that is of use / importance to any Officer or member. Access to the MEMBER'S ONLY site may be through the use of a URL that may published in the Newsletter, obtained from the webmaster, obtained from an RVP or VP of Membership or type http://www.clanmacleodusa.org/members.html in the search engine of your computer (this web address sometime does not work with cell phones).

Officers should cultivate the widest possible acquaintance with the membership. They should interpret Society programs and aims to members and in turn note and present to Council the concerns and questions of said members.

Officers should keep such records as necessary to prepare reports accounting for Society funds in their care. It is an absolute requirement that all officers receiving Society funds submit to the Treasurer an accounting of the expenditure of those funds. Unless such accounting is accomplished, funds for the subsequent year will be withheld until the accounting is made; i.e., if a report is not received by Jan. 15 of the second subsequent year, then any funds for the subsequent year are forfeited – e.g., if a report for 2015 expenses is not received by Jan. 15, 2017, then any funds due for 2016 are forfeited.

Officers should be alert to the abilities, interests, and availability of other members of the Society who are qualified to fill the officer's own position or other positions. Each officer should always try to have a succession plan in mind and notify Council of this plan with potential alternatives.

All Officers shall provide a report(s) of Society / region / committee projects at each CMSUSA Annual General Meeting and Council meeting. The report(s) shall be in written form which shall be given to the National Secretary who will incorporate the reports(s) into the CMS USA archives. Officers should be prepared to serve on committees as established by the By-Laws (Article V. 18: 2016 By-Laws).

Each member of Council should review the CMSUSA web site for information which pertains to their duties and ensure that the information is correct, up-to-date, pertinent, and functional. Any links to other sites should be tested annually and the internet manager informed of new links which would expand the web audience.

Officers should encourage all members to contribute to on-line presence. It is recommended that any regional web sites contain at a minimum information about future Highland games, festivals or any other planned Scottish events that might be attended by CMSUSA representatives. In addition, the Newsletter Editor, any internet manager and / or Facebook managers should be provided with details and pictures of any special happenings that occurred during games attended within the previous 6 months including awards given, recognition received and the names of new members when possible.

JOB DESCRIPTIONS: Officers of the Society (latest By-Laws 2016) active and inactive

President – By-Laws created position
Vice-President – By-Laws created position
National Secretary – By-Laws created position
Treasurer – By-Laws created position
Vice-President Membership – By-Laws created position
Regional Vice-President – By-Laws created position (currently 13 regions)
Dunvegan Foundation Chair – By-Laws created position
Immediate Past President – By-Laws created position
Vice President of Regional Coordination (RVP Coordinator) – Council created position
Publicist – Council created position
Newsletter Editor – Council created position
Internet Editor – Council created position
Migration Director – Council created position
Counsel – Council created position
Chaplain – Council created position
Youth Coordinator – Council created position
Nominations Committee Chair – Council created position
Piping – Council created position
Dance – Council created position
Historian – Council created position
Awards Coordinator – Council created position

PRESIDENT

The Clan MacLeod Society USA (CMSUSA) President is an Officer of the Society (Article IV.1: 2016 By-Laws) and is elected annually as a voting member of Council during the AGM. The President is limited to five (5) successive terms, absent specific resolution by the Council to allow additional terms (Article IV.4: 2016 By-Laws). However, in no case may one person ever hold the offices of President and National Secretary concurrently (Article IV.8: 2016 By-Laws). In accordance with the By-Laws of the Society the President presides at properly convened annual general meetings (AGM's) and CMSUSA Clan Council meetings, employing accepted parliamentary procedure. The President must be familiar enough with the By-Laws to become aware of deviations when they occur and to see that corrective action is taken. As the individual in whom ultimate responsibility resides, he or she must be aware of the functioning of all elected or appointed individual functionaries, committees, and work groups, and must initiate corrections of misfeasance, non-feasance or moral turpitude among elected or appointed individual functionaries, committees and work groups (unless self-correction has been effectively initiated at those levels).

The President must represent CMSUSA to the Society's benefit at all times during his or her tenure. The President should promote policies and actions that are likely to place CMSUSA in a favorable light with the public and which are likely to benefit the Society in terms of prosperity, growth, reciprocal hospitality and enjoyment by membership. Much of this may include various forms of cooperation with the larger Scottish Heritage community. The President should be in frequent communication with Clan Council and general membership, and should consult Clan Council and others among the CMSUSA membership for recommendations, suggestions, problem-solving, and insights. The President / Council may create an Executive Committee to consult on issues pertinent to the Society between Council meetings.

The President should be as present as possible to the membership at large. In the case of necessary absence for a meeting where the President is responsible for presiding, the President should provide as much advance notice as possible to the Vice President, in order that he or she may be as prepared as possible to preside. If the President becomes aware of impending disability, he or she must transfer responsibility to the Vice President in an orderly manner. The president is ex-officio a member of the board of trustees of the Dunvegan Foundation and any committee established by Council. The President of Clan MacLeod Society USA, must accept that by being president of this national Clan MacLeod Society entails responsibilities as a member of the Management Council of the Associated Clan MacLeod Societies (ACMS).

Annually a detailed financial statement shall be submitted in writing to the treasurer on the expenditures made on behalf of the Society to receive reimbursement for those expenditures up to the amount authorized by the budget.

VICE PRESIDENT

The CMSUSA Vice-President is an Officer of the Society (Article IV.1: 2016 By-Laws) and is elected annually as a voting member of Council during the AGM. The Vice President presides at meetings of the Society and Council when the President is unable to do so. The Vice President represents the Society at other functions in the absence of the President. The Vice President will be informed of all significant actions and projects being pursued by the President / Council and should be prepared to step in and continue these as circumstances demand. Until further action by Council the Vice President's position shall incorporate the duties of the Vice President of Regional Coordination (Reference Council meeting 2022 St. Augustine, Florida).

Annually a detailed financial statement shall be submitted in writing to the treasurer on the expenditures made on behalf of the Society to receive reimbursement for those expenditures up to the amount authorized by the budget.

NATIONAL SECRETARY

The National Secretary is an Officer of the Society (Article IV.1: 2016 By-Laws) and is elected annually as a voting member of Council during the AGM. However, in no case may one person ever hold the offices of President and National Secretary concurrently (Article IV.8: 2016 By-Laws).

The National Secretary shall be responsible for recording the minutes of all Council and Annual General Meetings and report such minutes to Council as may be required. The National Secretary shall be notified of, and account for, all proxies prior to any vote. The National Secretary shall substantiate that there is a quorum via attendees and / or proxies at the Annual General meeting and any Council meeting. The National Secretary shall provide an attendance roster at Council meetings and AGMs. Each Officer shall sign the attendance roster and indicate their society position. These attendance rosters shall be provided to the National Treasurer. The National Treasurer based on the attendance roster shall send verification letters to those attendees which can be used as USA federal tax proof of participation in a 501(c)3 event. An individual must be an officer to receive this letter.

The National Secretary shall substantiate that each voting member of Council signs annually a conflict-of-interest statement (Article XII.2.F: 2016 By-Laws). The National Secretary shall ensure that a historical record and reference of all such business conducted shall be maintained as a permanent record. Electronic versions of the Minutes and Reports may be made available to members on the MEMBERS ONLY section of the website. The National Secretary shall arrange notification of meetings to members (Article X.7: 2016 By-Laws). Notification of the meetings (primarily the AGM) with a qualifying newspaper is the recommended method (other methods of notification are available per the By-Laws). The newspaper shall publish a weekly notification for three weeks prior to the meeting. These notice publications shall be not less than ten (10) days prior and not more than fifty (50) days prior to the AGM. The National Secretary shall prepare the simple proxy and ensure that it is distributed to the membership. The National Secretary is a key adviser to the President regarding any necessary, or potentially necessary, changes in administrative procedures and directives.

Annually a detailed financial statement shall be submitted in writing to the treasurer on the expenditures made on behalf of the Society to receive reimbursement for those expenditures up to the amount authorized by the budget. Additional information regarding the National Secretary's function can be found in the Members Only Section; Resource Library, Operating Manuals, "National Secretary January 2022."

TREASURER

The Treasurer is an Officer of the Society (Article IV.1: 2016 By-Laws) and is elected annually as a voting member of Council during the AGM. The Treasurer maintains custody of all monies and securities of the Society; keeps regular books of account of the Society and generates the necessary documentation to satisfy State and / or Federal obligations for CMSUSA as a 501(c)3 organization. Upon direction of the President or Council the Treasurer may disclose the worth of the Society.

The Treasurer shall conduct the general business of the Society through the dispersal of funds as stated in the approved budget for the fiscal year or as directed by Council. The Treasurer shall submit an annual Statement of Accounts and shall render such other accountings as required at the Annual General Meeting.

The Treasurer shall prepare the annual budget for approval by Council. If so directed by Council, the Treasurer shall manage the Life Members fees and make annual adjustments as directed (Article IX.2.B: 2016 By-Laws) in order that these funds are reserved. Any tax or financial related reports required by State or Federal governments shall be prepared or cause to be prepared by the Treasurer. If needed, the Treasurer will work with individual Council members to meet federal tax verification requirements including matching grants. The individual council members should consult with their own tax advisor in order to ensure that the appropriate documents are used to verify legal deductions.

VICE PRESIDENT FOR MEMBERSHIP

The Vice President for Membership is an Officer of the Society (Article IV.1: 2016 By-Laws) and is elected annually as a voting member of Council during the AGM. The Vice President of Membership is responsible for recording applications for membership as they are received and for the notification of officers of pertinent membership matters. The position is responsible for the collection of annual dues and transmission of these collected funds on a regular basis to the Treasurer. The position maintains membership records and may make regular summary reports to the general membership and Council. The office acts as a conduit to relay any and all items of general correspondence that may be received, directing them to the proper party for action when necessary. Simple proxies may be included in mailing of correspondence and returned to the Vice President for Membership for verification of voting rights. Council will be advised at least annually on membership trends. The Vice President for Membership shall provide the RVPs with updated membership rosters for their use re regional membership as needed or in accordance with a predetermined schedule.

Annually a detailed financial statement shall be submitted in writing to the treasurer on the expenditures made on behalf of the Society to receive reimbursement for those expenditures up to the amount authorized by the budget.

REGIONAL VICE PRESIDENT (RVP)

For CMSUSA the United States is currently divided in thirteen (13) Regions, each to be managed by an RVP. Each RVP is an Officer of the Society (Article IV.1: 2016 By-Laws) and is elected annually as a voting member of Council during the AGM. Each RVP represents the Society to clan members and other individuals primarily in their designated region and in general anywhere. Each RVP oversees all Society functions of their region including but not limited to the distribution of Society money allotted to the region; the support of regional communications (e.g., regional Newsletter, Facebook, Website, e-mail, etc.) with members and participation in regional events such as Games and Festivals. Money allocated to the region shall be used to pay for event sponsorships that provide resources to allow a presence by the Society at said event, e.g. tent space or material (like banners and brochures) to be used at Highland Games and Festivals or other designated events. To this end the RVP shall obtain financial support from the Society through the National Treasurer based on regional membership and/or regional donations to underwrite regional activities. The RVP shall never collect extra dues or mandate materials from members in the region to support the Societies activities in the region.

Each RVP is tasked with developing regional membership and creating a regional organization structure as appropriate that are not inconsistent with the By-Laws (2016 revision). Each RVP shall evaluate the regional distribution and density of membership and on this basis appoint capable and willing State Commissioners, Coordinators, etc. (see below). Each RVP shall advise the President / Council of the current list of regional appointees. The Vice President of Membership shall provide a current membership list for each region as outlined (reference duties of Vice President of Membership). This list can be annotated by each RVP to record interest, talents, and participation of regional members. Each RVP must secure permission to use any selected information outside the basic information provided by the Vice President of Membership. Each RVP shall be responsible for selecting an event in their region to establish the McCrimmon Quaich competition. If needed assistance from the Piping position maybe enlisted. As a note the Carolinas Region is also responsible for the Dame Flora MacLeod of MacLeod Trophy established in 1969 by Council.

Each RVP shall submit articles detailing regional activities to the National Newsletter Editor for publication in the CMSUSA Newsletter. Current deadlines for the Newsletter are April 1 and October 1. Each RVP should report at each Council meeting and / or AGM a summary of successes and new ideas and provide a written report to be included in the Clan archives. The information may include but is not limited to:

- Name, position, address, phone number, email address
- List of each State Commissioner and their email addresses
- List of games and /or festivals attended and date
- Venue and winner of regional competition for the MacCrimmon Quaich
- Additional social functions with a Clan MacLeod presence
- Additional awards given or received in the Region
- A paragraph to share new items, ideas, tent arrangements or other concept changes

Each RVP must report disbursement of Society funds, out of pocket expenses, net sales of merchandise and profits from events sponsored in the name of the Clan MacLeod Society to the Treasurer annually on a form provided if requested. This is an important responsibility and each RVP must comply.

CAUTION: A number of the enumerated responsibilities could each constitute a full-time position. Each RVP shall determine the time and energy they can devote to Clan activities, allotting resources among the various responsibilities according to their judgment of the priority of each. They may appoint state commissioners, coordinators, etc. to share certain responsibilities. RVP should respond promptly to inquiries, forwarding any they are not prepared to deal with to the Vice President of the Society. The RVP should appear in person at as many of the Scottish events in the region as possible. Every effort should be made to issue at least one regional newsletter each year. A copy of the regional newsletters should be provided to the National Secretary as well as the President. In coordination with the Historian (if the position is active), archiving determinations will be made.

STATE COMMISSIONER / COORDINATOR / ETC.

The RVP may appoint State Commissioners, Coordinators or other designated individuals to achieve Society objectives in a designated area within their region. These positions are not normally members of Council and therefore not required to attend Council meetings. Council may at any time designate a position as a member of Council (Article IV.5: 2016 By-Laws). As the titles denote, different geographic areas of responsibility exist. Each RVP should have as a minimum one commissioner for each state. Multiple coordinators may be designated to be responsible for a specific area e.g., Coordinator for Upper Florida / Lower Georgia or Coordinator for Lower Florida within the RVP's region.

Each State Commissioner, Coordinator or designated individual in conjunction with the RVP shall develop and maintain membership in their area using the various communications tools and activities at their disposal. An example might be additional gatherings independent of the Highland Games and events. Such events and preparations may require funding therefore the RVP must decide whether to allocate Society funds for the events or seek funding from contributions.

In the absence of the RVP at an event a designated Representative shall direct the hospitality and membership effort at the event. The Representative shall report to the RVP on activities for inclusion in the RVP's annual report. Regular communication between individuals is essential for effective operation. If a Representative is solely responsible for the Societies presence at a Games / event (Sponsoring; bringing tents and supplies, etc.), that Representative should be eligible to use the Societies 501(c)3 tax deduction status. It is recommended that the individual consult their tax advisor for verification.

Within the RVPs available time and means the RVP will perform these duties until a Representative can be appointed.

DUNVEGAN FOUNDATION CHAIRMAN

Dunvegan Foundation Chairman is a created Council position and is elected annually as a voting member of Council during the AGM (Article V.10: 2016 By-Laws). The Dunvegan Foundation is the charitable organization of CMSUSA which provides grants, promoting and encouraging all aspects of Scottish culture. The Dunvegan Foundation Chairman provides at least annually a report to Council of the Foundation's activities. The Dunvegan Foundation is composed of 15 Trustees who are appointed and then confirmed during the Society's AGM (Article V.9: 2016 By-Laws). These 15 Trustees select from amongst themselves the chairman of the foundation who has traditionally been a member of the Clan MacLeod Society.

IMMEDIATE PAST PRESIDENT

Immediate Past President is a created Council position and is elected annually as a full member of Council during the AGM (Article V.11: 2016 By-Laws). The previous president of the Clan MacLeod Society is included as a member of Council to allow a continuity of Society's management.

VICE PRESIDENT OF REGIONAL COORDINATION (RVP Coordinator)

As of the AGM September 23, 2022 this position is no longer active and the duties have been transferred to the National Vice-Presidents position.

The Vice President of Regional Coordination is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an inactive Council position. The RVP Coordinator position is to serve as a resource for the Regional Vice-Presidents. The RVP Coordinator should be prepared to disseminate information, answer questions, provide resources and otherwise assist the RVPs in the performance of their duties. It is important that the RVP Coordinator have experience as a Regional Vice President. The Vice-President of Regional Coordination shall be responsible for maintaining and updating this SOP.

The RVP Coordinator can provide guidelines on setting up a tent and displays at highland games, festivals, or other events. The RVP Coordinator shall be able to direct RVPs and other regional personnel to the MEMBERS ONLY URL to obtain resources such as the various brochures for use at events. These can be printed or electronically disseminated. All have been reviewed for content and should be considered vetted for the RVPs. The RVP Coordinator should also maintain regular contact with regional RVPs providing services such as: reminders on deadlines, publications, events and the need for contributions from other members.

In the case of a vacant RVP position, the RVP Coordinator may act in their stead by provide funds for event registration and/or entry for Society members who want to represent Clan MacLeod at the specific event. The RVP Coordinator may be reimbursed for this / these expenditures up to the amount budgeted for the region(s) after validation and documented accounting per the financial requirements of the Society. The Treasurer shall reimburse the RVP Coordinator when appropriate.

PUBLICIST

The Publicist is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active Council position. Traditionally, this position has been the main marketing tool for the Clan MacLeod Society to the broader Scottish community. This may be accomplished via electronic communication, newspaper and magazine by articles and advertising. This may include writing / submitting articles for the CMSUSA Newsletter and ACMS magazine as well as designing / submitting ads and articles for other publications.

NEWSLETTER EDITOR

The Newsletter Editor is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active Council position. The Clan MacLeod USA Newsletter Editor is responsible for producing the USA Newsletter which serves three different populations: CMSUSA leadership, CMSUSA members, and the public at large. The Newsletter is published twice a year for the purpose of informing members about the benefits of the organization, the historical and cultural projects that are undertaken, the social activities available, merchandise that may be purchased, charitable donations that may be made, and to create a sense of connection among Clan members in the United States. The Genealogy password and MEMBERS ONLY URL may be published in the Newsletter.

The Newsletter may be used as a recruiting tool at Games, festivals and events to garner new members within the general public. The content is presented in a welcoming, informative, professional, and attractive manner. It is a source for advertising regional activities, membership information, AGM / NAG / Parliament registration, proxy forms, articles of interest, Flowers of the Forest plus many other items of interest to its readers. Additional information regarding the Newsletter and the Newsletter Editors function can be found in the Members Only Section; Resource Library, Operating Manuals, "Newsletter Editor 2016."

INTERNET EDITOR

The Internet Editor is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active Council position. The internet editor designs and manages the official web site for Clan MacLeod Society USA - which is found at https://www.clanmacleodusa.org. Officers of the Society shall provide updates for their functions which include event schedules, current and historic information, pictures, and link changes. The internet manager shall promptly update any submission. The internet editor shall provide statistics to Council on access based on who and how the site has been used.

Most organizations have an internet web site which provides contact information as well as activities inviting non-members to attend events. It is important to keep the web site active with updated information so that the site will be considered a viable source.

MIGRATION DIRECTOR

The Migration Director is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active council position. Part of the heritage of Clan MacLeod is a database with a large volume of entries of peoples whose family history traces to the MacLeod regions of Scotland including the Septs of Clan MacLeod. The Migration Director manages the USA database as well as aids members in tracing their family's MacLeod association. The database is accessed through the Clan MacLeod USA web site; is protected by a password which may be published in the Newsletter and shows a high access rate on the internet compared to other MacLeod information.

COUNSEL

Counsel is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active Council position. Counsel is a member's resource for Clan MacLeod legal questions. This position shall be held by a lawyer. Counsel shall be an integral part of Council's / Executive's performance of the CMSUSA operating activities. In 2016 the Clan MacLeod By-Laws were amended and restated to conform to requirements made for incorporation as a 501(c) 3 organization according to the updated New York Not-For-Profit Corporation law. The By-Laws were amended and restated by legal counsel and approved by Council during the AGM in 2016. Any issues concerning the By-Laws change, use and/or implementation shall be reviewed by counsel.

CHAPLAIN

Chaplain is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active Council position. The Chaplain shall be requested if available to open each meeting of the Clan MacLeod Society USA with a prayer to help guide the organization as it seeks to conduct the business of the Society. In addition, the Chaplain is the CMSUSA representative to give solace to family members in time of need, such as the death of a member.

YOUTH COORDINATOR

Youth Coordinator is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active Council position. The Youth coordinator concentrates on getting younger people interested in joining Clan MacLeod. This includes helping Council understand how Facebook, Twitter, and other electronic communications can help getting information to this age group. The Youth coordinator also works with ACMS's North Room Group (NRG) to promote participation and exposure.

NOMINATION COMMITTEE CHAIRMAN

The Nomination Committee Chairman is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an inactive Council position. The Nomination Committee Chair presides over the Nomination Committee (consisting of a minimum additional 2 Council members - Article V.18; 2016 By-Laws) which is tasked with preparation of a slate of persons to be submitted to the general membership for election as Society Officers and Council positions at the Annual

General Meeting. As part of the proxy preparation by the National Secretary that will be sent out to the general membership, the nomination committee shall provide the slate of person's names for election as Society Officers and Council positions as early as possible. The best means of presenting the slate of names for election is by use of the Society's Newsletter depending on the date of the yearly AGM. It is helpful that the Vice-President of Membership have a copy of the slate of names to send out also.

PIPING

Piping is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active Council position. The Piping position is responsible for promoting, encouraging and otherwise supporting traditional Scottish piping for the Society. The Piping position should be aware of the various piping grades and types of competitions held and be able to provide information regarding them to the Society and its members.

The Piping Position shall be responsible for support of the MacCrimmon Quaich competition (Grade I Amateur Piobaireachd) established in each of the Society's regions. The Society has created a medallion (the Piping position shall be responsible for maintaining a supply and distributing the medallion) to be given by the Society's representative at the regional event selected to sponsor the McCrimmon Quaich competition. The RVPs shall coordinate with the Piping position to insure the event chosen to support the McCrimmon Quaich competition in their region shall meet the requirements to support the competition. The medallions shall be distributed to those RVPs that have piobaireachd competitions as a token representing the MacCrimmon Quaich. Questions on possible additional awards sponsored by Clan MacLeod for piping should be directed to the Piping position or if not available to any member of Council.

The Piping position should be aware of the Dame Flora MacLeod of MacLeod Trophy for the Open Piobaireachd created by the Society in 1969 to be given at the Grandfather Mountain Highland Games annually and supported by the Carolinas Region. The Carolinas region maintains the Society's trophy, provides the winner a keeper trophy (currently a large quaich engraved with – side 1 "Dame Flora MacLeod of Macleod Trophy for the Open Piobaireachd"; side 2 "Grandfather Mountain Highland Games ___current year___ Winner", and provides a cash prize (as of 2022 - $100) to the winner.

DANCING

Dancing is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an inactive Council position. The Dance position shall function to promote and encourage the social and cultural aspects of Scottish dancing (Scottish Country Dancing and Scottish Highland Dancing). This may be accomplished through sponsorship and recognition of competitions (Highland Dancing) at Games and other events. Dancing is promoted primarily regionally. Currently Clan MacLeod has no active participation at any level of dancing. Questions on possible awards sponsored by Clan MacLeod for dancing should be directed to the Dance position or if not available to any member of Council.

HISTORIAN

Historian is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an inactive Council position. The Historian is responsible for observing CMSUSA activities and documenting them for future generations of the Society to look back and become aware of the workings of their Society. The historian should be knowledgeable of the history of Scotland and of the MacLeods of Harris, of Lewis and of Raasay beginning about the 13th century. More importantly the Historian should be knowledgeable of the Clan MacLeod Society USA history: reference publication "The First Forty Years the History of Clan MacLeod Society in the United States of America 1954 – 1994" by Historian Jeff Bryson. The Historian shall review and update Clan MacLeod information from a historical perspective for the website and any other publication.

AWARDS COORDINATOR / CHAIRMAN

The Awards Coordinator / Chairman is a created Council position (Article IV.5: 2016 By-Laws), exist at the level established by Council and is currently an active non-voting Council position. The position was created in 1994 as the "Awards Chairman" as part of the Awards Committee. In 2022 Council downgraded the position and abolished the Committee. The Awards Coordinator is responsible for supporting any type of awards that Council deems appropriate. Currently the Awards Coordinator is responsible for the "Certificate of Merit" which recognizes members yearly for service to the Society, the "Clans Person of the Year (CPOY)" Award and the Past Presidents Pin. The Awards Coordinator is responsible for the medallions awarded to the Clans Person of the Year recipient(s) and the Past President's medallion (this includes the mold to make the medallion).

The Awards Coordinator shall petition Council members and any Past President who will participate for candidates to receive a "Certificate of Merit" and the "CPOY Award". The Awards Coordinator shall compile the results and prepare a report to be given during the Council Meeting and the AGM. The "CPOY Award" recipient(s) shall only be identified to the President who shall announce the winner(s) at a time determined by the President.

The policy has been established that an individual shall receive a "Certificate of Merit" for the first nomination, then receive a letter if they receive successive nominations for the next four (4) successive nomination and then receive another certificate on the fifth nomination. This sequence may be repeated. Any "CPOY" nominee who does not receive enough support shall be put on the "Certificate of Merit" list. It is recommended when making the determination for "CPOY" that the approximately 50% of the petitioned members respond and that ≈70% of those respondents support one nominee (this may be a couple [husband / wife]). There will be times when a judgement must be made. Consultation with the President is recommended.

FACEBOOK MANAGERS

Regional and event Facebook pages may be established or exist for local events. Facebook is an informal, digital communication platform based on a community sharing excerpts, links, pictures, short statements, and captions of activities. Depending on how the Facebook page has been set up, friends are accepted by the owner/manager allowing the friend to see and/or share postings, information, and comments. These are not council positions.

ANNUAL GENERAL MEETINGS (AGM) SOP

The Society By-Laws require an Annual General Meeting (AGM -- Article X.1: 2016 By-Laws) be held at a time and place determined by Council annually. In conjunction with the AGM a Council meeting (Article V.15; 2016 By-Laws) shall be scheduled (usually just prior to the AGM). Of high priority associated with the AGM is the election of the next Council to continue conducting the Society's business. It is also a time during which business conducted by the Society needing membership approval is presented. The AGMs are held at changing locations to diversify the geographical convenience of attending and thus enable more members to participate in the affairs of the Society. A geographic change of location also serves to shift responsibility for preparing an AGM among the different regions of the Society. Beginning in 1976 the custom has arisen of joining with the Canadian Clan MacLeod Societies for the Annual meeting – called the North American Gathering (NAG) -- every four years alternating location between Canada and the USA.

Since the Annual General Meeting is a By-laws requirement, the Society is mandated to legally notify members of the location, time, and date. Since the Society is incorporated in New York State the notification of the AGM must be legally published in New York state. The Society currently publishes the legal notification in New York County, New York State via a New York newspaper "Irish Echo." The legal notification (Article X.7.E; 2016 By-Laws) is published for three (3) consecutive weeks prior to the AGM (see appendix this document). Notification of the AGM should also be made on the Clan MacLeod website or in an issue of the Clan MacLeod Newsletter. These notifications usually occur time-wise earlier than the legal notification to allow members to plan. For members not able to attend the AGM a simple proxy shall be created, which the member can sign, date, and send to the Vice President for Membership for validation. The Council slate may be published on the Society's web site and / or potential Facebook sites when available. A finalized slate will be voted upon, including nominations from the floor at the AGM. Results shall be published as part of the meeting minutes.

In order to promote attendance at an annual meeting and meet Society objectives such as promoting Scottish (MacLeod) heritage, fulfilling the educational function of the Society, and making the journey more rewarding, a number of peripheral events are customary planned: this includes but is not limited to lectures, a ceilidh, a dinner, a silent auction and a church service (Kirk'n). The church service frequently includes a blessing of the tartan and Flowers of the Forest as a remembrance of members who have died since the previous annual meeting. These events are usually, but not always, scheduled on Friday, Saturday, and Sunday.

It is recommended that planning begin at least two years in advance with selection of the host region, date, and place. It is recommended that the RVP of the host region select people to form a committee to manage the AGM and the events associated with the meeting. This committee should designate members to choose and secure facilities [a hotel with group rates or a college campus with meeting place(s)], select activities

to support the objectives of the Society (educational, business, ecclesiastical, entertainment), define amenities (dining, hospitality, touring) and handle financial management of the event (determination of costs, receipt of money and payment for services, facilities, and honoraria). A place to conduct business must be arranged for the Dunvegan Foundation meeting, the Council meeting and for the Annual General Meeting.

An information / registration desk should be arranged in a convenient location like the lobby of the headquarters hotel or residence or a conspicuous notice posted directing arriving members to such a desk in a hospitality room. The information / registration desk should be attended by a local Clan member who can deliver a package of necessary items to the registering members. The package should contain the program, any necessary tickets, local touring literature and any other needed material. A roster of registered members is always appreciated and may be included in the arrival packet. Since arriving members' first impression will likely be that obtained at the information desk, every effort should be made to staff it with lively, well-informed people who can project a hearty welcome.

A proper book of accounts shall be kept with an associated checking account to process funds of the AGM. The Society shall advance the Region holding an AGM or NAG $500 to establish a bank account and start planning for the event. This money is to be paid back to the Societies Treasurer as soon as possible after the event is over. A special checking account is recommended to be opened to keep AGM funds separate from other Society funds and to provide a convenient method for payment of expenses. A proper book of accounts should be kept consisting of funds received, expenses paid, balance sheet, cash flow, and current account balances. A copy of the book of accounts along with any revenue owed the National Society shall be delivered to the Society's Treasurer to close out activities associated with the AGM. If a surplus of funds is generated due to the event, the funds shall be divided 60% / 40% between the Region hosting the AGM (60%) and the National Society (40%). A Budget versus Actual Expenditures compilation can provide added information as to the efficiency of the planned AGM. Finances should reflect a policy for the society that costs of entertainment and amenities at the meeting be met by members attending or by contributions from patrons. A key cost avoidance measure is to use volunteer help for as many tasks as possible and rely on amateur talent for entertainment. Costs should be carefully controlled to enable members of modest means to attend. In the years when the US Society is host to the Canadian Societies payment for the event in US funds should be specified. In the case of a NAG, if a silent auction is held, one half of the profits are retained by the US one half of the profits are sent to Canada.

Upon request, the Dunvegan Foundation shall provide funds (currently $750) to support a lecture at the AGM on a topic of historical or cultural interest to the membership. These funds may be used to pay for any costs associated with the lecture, such as an honorarium, lodging costs, meals for the lecturer, room rental, set-up fees, audio-visual equipment rental, or advertising. Any costs beyond the Foundation's grant will be the responsibility of the AGM committee. Any excess fund associated with the grant my be kept by the AGM. Key conditions attached to the provision of these funds are that the lecture must be titled as the Stanley & Marvyl McLeod Memorial Lecture and be advertised in the local press as open to the

public at no charge. These funds are available to support lectures at all AGMs, including those held in Canada in conjunction with North American Gatherings or at the international gathering Parliament.

Each Annual General Meeting, with the special attractions of location and program should be fully advertised in the Clan MacLeod Newsletter and any regional newsletter. A benefit of making the AGM a special event is any publicity it may generate outside the Society. There are clanspersons who are

unaware of the existence of the Society. A newspaper article about the meeting, its guest of honor, or the historical or cultural presentations to be made will serve to inform a wider audience of our existence and our programs.

A concise journal of the AGM committees planning, preparations, including problems and solutions, should be kept to provide a future reference for regions when making their plans. The journal should record the number of persons attending, the number of rooms used and the determined registration fee.

WINTER COUNCIL MEETING SOP

Although not required by the bylaws, an annual Winter Council Meeting has been held for many years. Originally the site of the meeting varied, but for quite some time the Winter Council Meeting has been held in Alexandria, VA in conjunction with the Scottish Christmas Walk Parade, which is held on the first Saturday of December. Because a Council meeting has been held during this weekend for many years, it is considered a regular meeting per the 2016 By-Laws and does not need any special notice to council members.

The purpose of the meeting is to handle any business of the Society that is deemed necessary. Normally the meeting is held on the Friday afternoon preceding Saturday's Parade. A meeting of the Dunvegan Foundation is also generally held in the morning on the same day. The Cindy MacLeod Memorial Award winner for the region showing greatest percentage increase in membership for the year is announced during this Council meeting. The percentage increase shall be determined on an October year end so as to allow announcing the winner at this meeting. On Saturday most attendees walk in the Parade joined by many other MacLeods. Traditionally the RVP of the Mid-Atlantic Region organizes the hotel and hospitality suite to support the Alexandria Meeting and also arranges with the Scottish Christmas Walk organizers for the Clan MacLeod to participate in the parade. This person gives instructions during the Friday meeting on where and when to meet for the parade.

The Alexandria meeting will require a meeting room for Dunvegan Foundation meeting and Council Meeting which is arranged by a contract with a local hotel. The contract includes a set rate for individual rooms in the hotel along with the use of a meeting room and hospitality suite. Check the Clan MacLeod USA website, event tab, for the exact hotel, dates, and time.

The social interaction of our members is extremely important to a successful meeting. It allows us to get to know one another in an informal setting that allows us to work together better. Thus, a hospitality suite should be provided for under the following guidelines:

1) The President shall be the default occupant (user) of the hospitality suite. If the President chooses not to stay in the hospitality suite, the President may offer its use to any MacLeod Society member. Should the President find no acceptance to the offer, the President, Vice President, Treasurer, etc. shall occupy the hospitality suite.
2) Whoever is responsible for planning the meeting will reserve the suite. This planner is usually the mid-Atlantic RVP. If this is not possible, the Society should find a substitute and provide guidance especially if the substitute lives out of the area. The planner should be identified and mutually accepted before June 1 prior to the event in order to meet the deadlines of the event. The planner shall also:
    a. Work with the hotel staff for suite configuration changes (tables, table linens, chairs, refuse collection, etc.) as needed.
    b. Work with the hotel catering or local food/beverage vendors for food/beverage items, ice, ice bins for use within the hospitality suite.
    c. It is highly recommended that the meeting planner arrive one day prior to the event to sort out hotel/vendor conflicts as needed.
3) The user of the suite need not be there during the open periods listed below. However, the user remains responsible for the hospitality suite to include:
    a. Proper food and beverage storage (including alcohol), refill/reload of ice, refuse collection/removal, basic housekeeping, etc.
    b. If the user is not present during the open periods of hospitality, then the user will make a mutual agreement with another society member to be present and to take on the above responsibilities.
    c. In all cases, the user remains responsible for the hospitality suite.
4) Use of the hospitality suite requires keeping the suite open to the membership during the periods:
    a. Thursday before and after dinner until 10:00 PM.
    b. Friday before and after dinner until 10:00 PM.
    c. Saturday after the parade and after dinner until 10:00 PM.

ASSOCIATED CLAN MACLEOD SOCIETIES (ACMS)

At the second Clan Parliament, held in 1959, the delegates of the national societies approved the establishment of the Associated Clan MacLeod Societies. The ACMS was a response to Dame Flora, Chief of the MacLeod of MacLeod, when announcing the second Parliament: “Our second Parliament must prove to the world that a United Clan can contribute something valuable to its day and generation. The delegates must combine idealism with a sense of what is possible, and enthusiasm with common sense. We ask a lot.”

The ACMS was formed by the national societies to provide a continuing clan-wide entity functioning between Parliaments. It is important to remember that the extensive emigration from the Scottish Highlands spread the clans across the face of the earth. We now have Clan MacLeod societies in Australia, Canada, England, France, Germany, New Zealand, Scotland, South Africa, and Switzerland as well as in the U.S.A.

The ACMS has taken over responsibility for the Clan MacLeod Magazine, Clan genealogy and other publications from the Clan MacLeod Society of Scotland. It also provides the planning and management from Parliament. It has established the Dame Flora Memorial Trust and the Clan MacLeod Heritage Trust to provide the facilities of charitable trusts (with attendant tax advantages) to preserve and maintain architectural, literary, musical historical and natural objects and values in the MacLeod country in Scotland.

ACMS is supported by a per capita levy paid by the national societies. In addition to a president, treasurer, secretary, corresponding secretary, and parliament organizer who as a practical matter residents in the United Kingdom, the management committee of ACMS includes the presidents of each national society ex officio. Meetings of the management committee are usually held in January, April, September in addition to meeting during Parliament.

DUNVEGAN FOUNDATION

The mission of the Dunvegan Foundation is:

"To preserve, protect and promote the unique heritage of the Highlands and Islands of Scotland, as reflected through the history and migration of Clan MacLeod, by pooling our resources as a tax-exempt organization, to enable the support of activities which further these goals."

It accomplishes this through its organization and operation as a tax-exempt, not-for-profit organization, recognized under section 501(c)(3) of the tax code by the Internal Revenue Service. This permits the foundation to raise funds for a wide range of worthy projects.

It is managed by fifteen Trustees, appointed by the Council of the Clan MacLeod Society, USA. and approved at the Annual General Meeting each year (Article V.9; 2016 By-Laws). The President of the Society serves as an additional Trustee, ex officio. It depends entirely on gifts expressly intended for the Foundation. The Foundation is recognized as, and operates under different laws from those under which the Society is incorporated.

To ensure conformity with tax laws, the Trustees annually review proposed grants. When a grant has been accepted and shown to be a public benefit, not just solely for the benefit of the Clan MacLeod, it will be considered for funding with other acceptable proposals. Regular reports of activities are provided in the Society's national newsletter.

Contributions are regularly solicited from Society members, as well as from non-members. Contributors are invited to give not only for current needs and programs, but to provide for major gifts through deferred

giving plans. Donors may specify that their gifts be applied to specific projects or grants, applied to the endowment fund, or given to the general fund. Gifts may also be offered to memorialize or to honor someone. Memorial notices are sent in such cases, and notices of receipt are always sent to donors. All contributions to the Foundation are tax deductible.

Appendix A - Newspaper / Website Notification for AGM (annual general meeting)

Clan MacLeod Society, U.S.A., Inc. was designed as a non-profit organization under New York state law with an address in New York County. A publication for not-for-profit corporations to publish ads for legal purposes is *Irish Echo*. This is a weekly publication coming out every Wednesday. The Newspaper refers to this as a display ad. As of this writing, the cost is $50 per ad for a total of $150. Following the guidance of Article X.7.E of the 2016 By-Laws; for a meeting on July 23, 2018 the ad ld in *Irish Echo* should be published on July 4th ,11th and 18th. Concurrently, a notice shall be placed on the website homepage from July 4th to July 23.

Ad example:

"The Annual General Meeting (AGM) of the Clan MacLeod Society, U.S.A., Inc., will be held on July 23, 2018, at 12:00 p.m. local time, in the Dunvegan Community Hall, Dunvegan, Isle of Skye IV55 8WA, Scotland, United Kingdom. Proxies from members entitled to vote at the AGM may be sent as an electronic mail message to the Vice President for Membership, annelmacleod@comcast.net. This Notice and further information may be found at www.clanmacleodparliament.org and www.clanmacleodusa.org."

Site used to verify newspaper: https://www.nassaucountyny.gov/461/Designated-Newspapers

Refer to article X.7. E of the Clan MacLeod Society Amended and Restated By-Laws of July 30, 2016.

Below is a message from our legal counsel John Tutterow concerning the precise time requirements for the annual meeting notice which up to this point has been done using a detailed proxy published in the Newsletter requiring specific issue dates.

"Official Notice can be given by electronic mail to each member, no need for US mail, but the time hacks of no earlier than 50 and no later than 10 days still apply.

The newsletter is now divorced from any timeline for meeting notice requirements.

Proxy returns can be simple email messages as well.

See para. X7 of the bylaws."