



Marine Corps League

Program for Professional Development
Board of Trustees





Judge Advocate

- The Judge Advocate (JA) provides legal counsel and opinions on by-laws, policies, corporate regulations and parliamentary procedure for the Detachment. His/her chief role is to assure the legal and operating integrity of the Detachment within the framework of National, Department and Detachment by-laws and policies and any other legal entities such as state corporation requirements, for the Detachment. The JA may also be called on to make procedural rulings during the course of business and officer meetings.

Judge Advocate

continued



While the JA should be familiar with the operations, procedures, programs and activities of the Detachment in case he/she is called on to fill in for an absent officer, his/her primary responsibility is to understand, interpret and rule or provide opinions on the authorized and legitimate code for conduct of business.

Judge Advocate

continued



The JA is a bona fide member of the Board of Trustees who establishes policy and direction for the Detachment. On the other hand, the JA must step aside from the role of policy making and make sure that policies, voted issues and procedures are in conformance with three levels of by-laws and policies - Detachment, Department and National. In addition, the JA must assure that the Detachment by-laws and policies are within the framework and spirit of the National and Department by-laws and policies.

Judge Advocate

continued



Characteristics and Traits

- Ability to understand and interpret statutes and policies of the organization.
- Ability to weigh opposing views, evaluate complex issues and provide reliable opinions for deciding solutions.
- Effective communication skills for elaborating decisions.
- Ability to absorb details and research information.
- Interest in legal and judicial processes.

Judge Advocate

continued



- Effective writing skills for issues that go beyond the Detachment.
- Knowledge of parliamentary procedures and the League Ritual.
- Ability to make rulings quickly where appropriate (i.e. parliamentary procedures at meetings).
- Understanding of Detachment's corporate position and regulations thereof.
- Ability to write, modify and/or amend Detachment by-laws and policies.

Judge Advocate

continued



Interest and ability in auditing procedures to assure conformance to by-laws, policies and regulations.

Objectivity.

Ability to stand alone in rendering unpopular opinions.



LEGAL COUNSEL OF THE DETACHMENT

While this officer position does not require being a lawyer, some of the skills and interest are probably desired. The laws of the Marine Corps League are contained in the By-Laws and the Administrative Procedures, which are published by National and the Department. Each Detachment should also develop by-laws and policies in conformance with National and Department, to be used as the legal guidelines for carrying on business as a Detachment. The Judge Advocate (JA) should be a participant in the writing of these documents if they are not already in place.



- It is important for the JA to have a thorough understanding and working knowledge of all bylaws and policies. On his/her own initiative, questionable issue should be brought to attention of the Board of Trustees and/or general membership for review and opinion. Questions regarding issues or policies brought by the membership or officers need to be resolved by the JA in an objective and expedient manner where practical. The JA may also call on the Department and National Judge Advocates for advice, counsel and interpretation.
- A primary purpose of the JA is to keep the Detachment on solid legal footing, and to assure that Marine Corps League and state laws are complied with by the Detachment.

Judge Advocate

continued



RENDER OPINIONS BASED ON POLICIES, BY-LAWS, OR PRECEDENTS OF THE DETACHMENT

The most common issues to be brought before the Judge Advocate (JA) will be Detachment questions, which should have their findings in the Detachment by-laws and policies. In the absence of specific Detachment references, Department and National by-laws and policies apply. In addition, if there are precedents for specific issues not covered in the Detachment by-laws and policies and if these precedents are within the framework and spirit of the National and Department by-laws, such precedents can apply in rendering an opinion.



In cases where a member(s) is embroiled in an issue, the JA should render opinions as quickly as possible and as objectively as possible, to avoid disruption to the Detachment. If the issue cannot be solved without going beyond the Detachment, the Administrative Procedures by National and Department will be in effect. Generally, 99.5% of the problems can be addressed at Detachment level, if immediate action is taken and that action references by-laws and policies.

Judge Advocate

continued



ADVICE ON BY-LAWS AND POLICIES OF THE MARINE CORPS LEAGUE

The governing laws for all organizations within the Marine Corps League are the national by-laws, policies and administrative procedures. The Judge Advocate (JA) should be thoroughly familiar with these documents and those of the Department, to advise the Detachment on any questionable issues and/or problems. Assistance may be gained from the Department and National Judge Advocates if necessary.

Judge Advocate

continued



Generally, questions in this area arise when developing and/or modifying Detachment by-laws, policies and administrative procedures. In addition, there can be questions regarding attendance at Department and National meetings, processes for submitting changes to by-laws and policies, awards, discussion topics for agenda and other.

Judge Advocate

continued



ASSURE THAT DETACHMENT ABIDES BY THE BY-LAWS OF THE DETACHMENT, DEPARTMENT AND NATIONAL

The Judge Advocate (JA) is the “watchdog” and “policeman” for assuring that strict adherence to all three levels of by-laws and policies are followed. The purpose is to assure conformity to the letter and spirit of accepted laws and policies of the Marine Corps League in general and to insure that conditions of charter and incorporation are maintained. The JA should review motions and votes, eligibility of voters, and activities on a regular basis to assure compliance. Any discrepancies need to be addressed immediately with the Board of Trustees and/or the membership. Documentation of issues and instances should be made for the record, for review in the future in any similar instances.



AUDIT OF PROCEDURES, SIGNATURE AND FINANCES

The Detachment Commandant may direct the Judge Advocate (JA) to perform periodic reviews of procedures and finances to assure compliance with Detachment policies and procedures. Included in this process is reviewing how work and transactions are processed in conformity to Detachment written policy and procedure. The JA should check bank accounts and checks to assure that dual signatures and procedures for expenditure of funds are being followed according to Detachment procedures. The JA may also be assigned to review the audit trail of funds received, the application of funds in accordance with procedures and accounting practice and assure the integrity of monies received and disbursed by the Detachment. Such procedures may include checking receipts for expense checks and determining the legitimacy of expenditures within budget policy.

The JA should make a written report to the Board of Trustees at least once per year (preferably twice a year), if directed to engage in the audit process.

Judge Advocate

continued



RENDERS OPINIONS AND RULINGS DURING MEETINGS

PROCEDURE:

- The Judge Advocate (JA) should be well versed in issues of parliamentary procedure, ritual and business order during meetings. The Commandant or presiding officer may refer questions of procedure to the JA. Normally these questions are relevant to motions, amendments, order of business and other meeting procedures. Questioning of a procedure from the floor must be channeled through the presiding officer to the JA. The JA should also advise the Commandant or presiding officer on the meeting Ritual and procedures decided by the Detachment.

Judge Advocate

continued



OTHER:

Other duties of the Judge Advocate may include:

- Acting in the absence of another officer(s).
- Maintaining a log/report on questions, issues, opinions and rulings.

Judge Advocate

continued



SUMMARY

As with any effective organization, the Marine Corps League has established by-laws, policies and procedures at the National level to safeguard its charter, and to provide a framework for co-existence among many and varied subordinate organizations (Departments and Detachments). Detachments are expected to incorporate and establish their own written by-laws, policies, and procedures within that framework.

Judge Advocate

continued



The Judge Advocate is the keeper, protector and counselor of those laws, policies, and procedures within the Detachment. He/she must be diligent in assuring conformance to these credentials that allow the League and the Detachment to exist in an orderly manner. As with laws in our daily lives, we may not agree with them all, but they exist for the purpose of providing a common structure within which we can operate and mutually respect the rights of others. The Judge Advocate has the right and obligation to suggest meaningful change to the statutes from higher levels and a procedure for being heard.

Judge Advocate

continued



The Judge Advocate enforces through the Board of Trustees and advises members and officers of the Detachment, with the objective of maintaining order within the Marine Corps League organization.

Junior Vice Commandant



- The Junior Vice Commandant (JVC) holds a crucial position within the Detachment since he/she is responsible primarily for the recruiting and retention of members. The job goes beyond the Detachment level in that the JVC has the opportunity to find the appropriate Detachment for Marines outside his/her Detachment area and/or identifying areas where new Detachments should be developed.



Junior Vice Commandant

- The JVC should be familiar with the operations and projects of the Detachment, influence programs and act as a spokesman to the Board of Trustees on what members and prospective members are looking for from the organization. The JVC must also be able to sell ideas and programs to the members that will assure growth of the organization.
- Of all the specific officer assignments, recruiting and retaining members rank at the top of the list.

Junior Vice Commandant

continued



Characteristics and Traits

- Enthusiasm for the organization and salesmanship.
- Ability to be innovative and promote ideas.
- Ability to put together marketing/advertising plans.
- Ability to develop brochures and other documentation for selling the League and the Detachment.
- Evaluation capabilities in assessing member ideas, suggestions and issues.
- Thorough knowledge of the League and Detachment operations, programs and activities -- and their strengths and weaknesses.



Junior Vice Commandant

continued

- Ability to develop Detachment strengths into a cause for all to join; effective communication skills -- both written and verbal.
- Effectiveness in promoting ideas and dealing with media, groups and individuals.
- Commitment to supporting members and addressing their needs.
- Initiative in maintaining members through phone calls, correspondence and visits.
- Problem solving capability on non-operational issues.
- Project and committee leadership capabilities.

Junior Vice Commandant

continued



Narrative of Job Accountability and Responsibilities

INITIATE PROGRAMS AND SUPPORT ACTIVITIES OF THE DETACHMENT

- The Junior Vice Commandant (JVC) should be influential in bringing about programs and activities that meet the needs of members. The Commandant may utilize the JVC to prepare monthly general meeting programs (other than the business meeting) that involve members and bring interesting speakers/topics to the membership. By contacting military and civilian speaker's bureaus, there are a wide range of topics of interest that can be brought to a meeting to increase participation and attract new members.

Junior Vice Commandant

continued



- An important aspect of bringing new members and prospects to a meeting is making them feel welcome. The JVC can take charge of introducing new Marines and involving them in the meeting. The JVC can also suggest to new members areas in which they can participate, see that they are assigned to a project/committee of interest and are introduced to the chairperson.

Junior Vice Commandant

continued



- The JVC and the Adjutant should assure that there is a current membership list with phone numbers and addresses available periodically (at least quarterly). The JVC should also maintain a list of potential members, Marine units and other contacts to make sure that they are welcome at meetings, events and activities of the Detachment.
- The JVC may promote special events aimed at enhancing membership such as picnics, social events and Marine Corps celebrations.



Junior Vice Commandant

continued

- The Junior Vice Commandant (JVC) may be asked to assume responsibilities of the Senior Vice Commandant (SVC) in the latter's absence. The JVC will need to be familiar with the programs, activities, and projects/committees of the Detachment, and more specifically those under the leadership of the SVC. In rare instances when the SVC and the Commandant are both absent, the JVC will assume the position of the Commandant.

Junior Vice Commandant

continued



CHAIRMAN OF MEMBERSHIP (RECRUITING AND RETENTION) PROGRAMS

- The most important function to be performed by the Junior Vice Commandant (JVC) is the development and maintenance of programs for enhancing Detachment and League membership.



Junior Vice Commandant continued

- There are several methods and considerations for how this function can be carried out effectively. The JVC will need to make personal contact with prospective members and with members whose renewal dates are near or have past. Personal letters to prospects and members may also be required. Phone calls encouraging members and prospects to attend meetings and activities are necessary. Development of marketing material and brochures to be published by the Detachment or distributed to media sources may also be required.

Junior Vice Commandant Mentoring Program



When a new member comes in, the sponsor of that new member should take him or her in tow until the new member feels comfortable. The leadership should try to create a bond between the new members and the established members so the new members will feel accepted as part of the Detachment. It is human nature to gravitate toward kindness and to shy away from being ignored. We can all do a better job along these lines. By being more positive toward our retention efforts, we can grow and push our mission forward.

Junior Vice Commandant

continued



- The JVC will need assistance from members in the Detachment. A committee or project may be one answer, in which the committee/project members take responsibility for various aspects of membership programs and share in the phone and personal contacts. The JVC needs to be adept at leading such a group, by establishing goals and objectives, and providing constant support. The JVC will also need to contact outside groups, like Marine Corps units and other Veteran organizations. In doing so, he/she must have a program to sell and generate interest in the Marine Corps League.



Junior Vice Commandant

continued

- Innovation is required in developing effective programs and locating Marines in the Detachment area with which to make contact. Recruiters, Marine units and other organizations can sometimes help in providing such lists. Posters in prominent areas, recruiting at malls, flea markets, fairs, Marine Corps birthday celebrations and other events are other ways to gain notoriety. Once members are on board, the JVC needs to be interested in the participation of members -- encouraging them to attend meetings and programs. He/she also needs to determine if the Detachment is meeting the expectations of the member. Once on board, the name of the game is to keep members in the League.

Junior Vice Commandant

continued



WORKS ON, PRESIDES AT COMMITTEES DESIGNATED BY THE COMMANDANT

Normally, the Junior Vice Commandant (JVC) should be assigned to projects and committees that have an effect on membership participation and programs. Such projects/committees may include membership, events, awards, meeting programs, or other, if deemed appropriate by the Commandant.



Junior Vice Commandant

continued

OTHER -- Other duties of the Junior Vice Commandant may include:

- Develop and maintain records on membership and participation.
- Report on membership status and issues to the Board of Trustees and the general membership.
- Develop budget projections and goals for membership and programs for reaching goals.
- Communicate with members on ideas and suggestions.

Junior Vice Commandant

continued



Summary

The Junior Vice Commandant's position is important to the Detachment because it embodies the primary goal of the League -- bringing Marines on board, keeping them on board and perpetuating the purposes of the League. Without members and effective programs to recruit and retain, there's no way to assure the carrying on of Marine traditions after the Corps.

Senior Vice Commandant



The Senior Vice Commandant is second in command of the Detachment. This officer should be a logical successor to the Commandant and is therefore required to be fully familiar with the Commandant functions through his/her term of office. Many of the duties described below are the same or similar to those of the Commandant.

The Senior Vice Commandant should be familiar with the duties of the Commandant, and be prepared to be the senior chair person for projects/committees deemed important by the Commandant. As second in command, the Senior Vice Commandant's role is critical to the Detachment in terms of officer support and in accepting major responsibilities for meeting Detachment objectives.

Senior Vice Commandant

continued



Characteristics and Traits

- Refer to the Characteristics and Traits of the Commandant.
- Ability to train and support junior officers and staff.
- Project leadership capabilities in assuming responsibility for committee and project assignments.
- Ability to support Commandant and complete Commandant assignments on short notice.
- Familiarization with Commandant functions, officer functions and activities and Detachment programs and activities.

Senior Vice Commandant

continued



Narrative of Job Accountability and Responsibilities

ASSISTANCE AND SUPPORT TO THE COMMANDANT -- In many respects, depending on the size and number of activities of the Detachment, the relationship between the Commandant and Senior Vice Commandant is a team effort. It is helpful when these two officer positions have complementary skills that can be shared in achieving the Detachment's goals and in administering the affairs of the unit.

Senior Vice Commandant

continued



One objective of the Senior Vice Commandant's (SVC) position is one of preparation for the office of Commandant. In achieving that objective, it is important for the SVC to be integrally involved in all the affairs of the Detachment and to take on, specific tasks assigned by the Commandant.

Of prime importance is assisting the Commandant in the completion of tasks that are important to the Detachment. This may include taking on jobs as directed, providing specific skills not inherent with the Commandant and/or assisting in the two way communications between members and officers.

Senior Vice Commandant

continued



CHAIRS COMMITTEES AS REQUESTED BY THE COMMANDANT

Committees and projects chaired by the Senior Vice Commandant (SVC) should be significant and important to overall Detachment operations. As an example, some Detachments assign the financial responsibilities of budget, revenue generation, expense control and financial stability to the SVC as a finance, or ways and means committee. The SVC works in conjunction with the Paymaster and other officers/members in developing, monitoring and identifying revenue sources (which may include fund raising events and solicitation for donations).



Senior Vice Commandant

continued

Chairing a finance committee assumes responsibility for evaluating, developing and monitoring revenue sources and determining the expenditure needs of the Detachment; developing and maintaining an annual budget (which is a guideline and formulation of operations and programs in dollar terms) *for* revenues and expenses; spearheading donation sources *for* Detachment programs and activities; evaluating and reporting on financial standing (with Paymaster) and actions required on a periodic basis (at least quarterly).

Senior Vice Commandant

continued



The SVC might also be directly or indirectly involved with public relations and press/media releases that advertise and promote the Detachment and its programs and establishing contacts *for* the affairs of the Detachment. In addition, the SVC can communicate with members on ideas and suggestions and identify potential issues that need to be brought to the attention of the Detachment officers.

Another potential responsibility *for* the SVC is to be responsible *for* evaluating the effectiveness of Detachment operations and determining improved methods and ideas *for* enhancing the overall capabilities of the Detachment.

Senior Vice Commandant

continued



- In effect, the SVC may be accountable *for* developing ideas and programs which will assure the continued relevance of the Detachment and the Marine Corps League to current members and potential members. This is an opportunity to review and suggest strategic plans that involve organization structure, programs and activities and ideas that further promote the significance and effectiveness of the Detachment. This might include surveys of members and potential members and discussion groups to air problems and identify new goals.

Senior Vice Commandant

continued



While the SVC might take on specific *projects* for specific purposes, the primary focus for his/her leadership should be on general requirements and needs that have a broad impact on the entire Detachment

Senior Vice Commandant

continued



The selection to specific committees and projects should be based on capabilities and/or learning requirements. The same leadership functions are required as those of the Commandant.

PRESIDES IN ABSENCE OF COMMANDANT -- Being second in command, the Senior Vice Commandant (SVC) will be called upon to perform on behalf of the Commandant when the Commandant is unable to preside at meetings, or attend events. For this reason, it is important that the SVC be current on issues, procedures, *objectives* and requirements normally handled by the Commandant. The SVC should be able to step into the Commandant's role with minimum difficulty or disruption.

Senior Vice Commandant

continued



Some of the roles the SVC may be called upon to perform include presiding at Detachment general meetings, officer meetings and committee/project meetings. The SVC should be familiar with the requirements of the Commandant in these areas and be able to effectively use Robert's Rules of Order, other parliamentary procedure and the Marine Corps League Ritual.

In addition, the SVC may be called on to deliver presentations or meet with other contacts that are handled by the Commandant. The SVC must be prepared to meet contingencies that arise by the absence of the Commandant.

Senior Vice Commandant

continued



OTHER - Other duties of the Senior Vice Commandant may include:

Training of Detachment officers and project/committee chairman

Assistance and support to Detachment officers in meeting their specific objectives.

Assimilating Detachment reports on operations, finances and project results for presentation to officers and members.

Preparation to succeed the Commandant at the expiration of his/her term of office, if he/she so wishes.

Senior Vice Commandant

continued



SUMMARY

The Senior Vice Commandant's position is important to the Detachment for three general reasons: To assist and support the Commandant; to prepare for succession to the Commandant's office and to back up the Commandant when absent.

The SVC should be a major contributing force to the success of the Detachment. He/she should provide knowledge and influence in assuring the achievement of the Detachment goals and operational objectives.

Senior Vice Commandant

continued



AWARDS

Cover what detachments should know for each:

- What are the awards
- Enclosure (4) Marine Corps League Awards
- Who can issue or recommend and Why they are given

Explanations of medals, ribbons and awards is given in the Uniform Module of the Professional Development course.

Commandant



The Detachment Commandant is the most important office in the Marine Corps League. This leadership position accounts for the membership levels, programs and the manner in which the League is viewed by Marines, members and prospective members and the citizens of the community. With effective leadership in this office, the Detachment and the entire League will be successful based on the results of the Detachment. Success and achievement begets recognition and a growing membership.

Commandant

continued



Characteristics and Traits

- Proven leadership and management *skills*.
- Effective communication skills *with* members, the *community*, other Marine Corps League *organizations* and the Marine Corps.
- Ability to establish mutually agreed upon objectives; plan, direct, articulate and promote strategies within sphere of influence.
- Ability to recognize and solve problems.

Commandant

continued



- Willingness to delegate tasks and responsibilities, while *controlling* and managing results.
- Clear understanding of financial and fiscal *requirements*.
- Effective *speaking* capability for ceremonies, meetings, presentations and for fund raising.
- Experience and/or clear understanding of subordinate officer duties and responsibilities.
- Flexible thinking -- acceptance of dissent into discussion and plans.

Commandant

continued



- Ability to run concise, effective meetings.
- Commitment to training, education and support to improve Detachment job skill levels.
- Selfless approach to meeting Detachment objectives.
- Commitment to the purposes of the League and objectives of the Detachment.
- Ability to lead and work as a team.

Commandant

continued



- **LEADERSHIP**

The first and most important job of the Commandant is to lead. In doing so, he/she sets an example for other officers, and the Detachment members. Leading also requires that tasks and accountabilities (along with authority) be delegated to subordinate officers and members. However, the ultimate responsibility for accountabilities still rests with the Commandant. In leading, it is important to continually assess results and assist/support subordinates in removing obstacles to their completing their delegated tasks.

Commandant

continued



PRESIDE AT MEETINGS

The Commandant should be reasonably well versed in Roberts Rules of Order and the Ritual of the Marine Corps League in conduct of meetings. Meetings should be concise, orderly and allow relevant information to be presented that represents different points of view. The Commandant controls the meetings with the assistance of the Sergeant-at-Arms. The manner in which a meeting is run will have a significant impact on attendance, participation and promoting the Detachment.

Commandant

continued



The Commandant is also called on to chair officer and/or committee meetings, in addition to general membership meetings. The meeting results are directly proportional to the focus of topics, control, timeliness and decisions relative to views presented. An agenda is helpful for meetings, which should be developed and/or approved by the Commandant. During the business portion of the meeting, it is important to focus on business, though a little humor can keep matters in perspective. socializing is best done before and after.

Commandant

continued



CHIEF EXECUTIVE OFFICER OF THE DETACHMENT

As an incorporated entity within the state, the Commandant is CEO of the Board of Trustees and the Detachment. As such, he/she is responsible, as a corporate officer, for the activities, financial standing and image portrayed in the community and the League.

Commandant

continued



POSITIVE PUBLIC RELATIONS

The Commandant is looked to by the League, the members and Board of Trustees and the community as the primary contact and promoter of Detachment events and community/Marine Corps activities. Public relations include direct meetings, media contact and appearance at appropriate civic and military events. The leader of an organization, by virtue of his/her position, will be the primary provider of information, the primary representative of the Detachment at functions and the primary salesman for the League and Detachment.

Commandant

continued



Narrative of Job Accountability and Responsibilities

FORMULATION AND DEVELOPMENT OF PROGRAMS

- Just as a newly elected President has ideas and programs that he/she promotes to get elected, so too should the Commandant have ideas and programs that will improve Detachment operations and enhance the capabilities/results of achieving goals. Also, just as a President needs to sell the ideas to Congress and compromise where appropriate to achieve the best program for all constituents, so too the Commandant must articulate, sell and compromise, where appropriate, promote programs and objectives with Detachment members and the Board of Trustees.



Commandant

continued

The most important element of achieving this task is developing a written plan/strategy for each program and idea, discussing the merits and weaknesses and agreeing on a direction. Other officers and members will also have ideas and programs, but it is the ultimate responsibility of the Commandant to lead the way in development and initiation.

Commandant

continued



APPOINTMENT OF COMMITTEES TO CARRY OUT DETACHMENT BUSINESS

- There are a few reasons to appoint a committee: To bring together varied skills and perspectives to study/solve a problem or evaluate an idea; to plan, initiate and accomplish a given task or program; to involve members in an legitimate activity who might otherwise not volunteer.



Commandant

continued

- Some items to consider in setting up a committee (which will be discussed in a later section) are: Determine if the purpose clearly needs a committee or can the situation be handled by making one individual accountable; make sure a committee is not formed to delay action on solving a problem; clearly define the results expected of the committee and establish a start and end date, at which time the committee will be dissolved; select a committee chairman who has strong leadership and meeting skills to reduce the time and effort to achieve results.

Commandant

continued



There are adages about committees -- A committee is comprised of the unwilling, formed by the unfit to do the unnecessary; and, a camel is the result of a committee trying to design a horse -- so it behooves the Commandant to assure the necessity, bring together the qualified skills and describe time targeted expected results. Because committees are formed and authorized by the Commandant, he/she is ultimately responsible for the result.

Commandant

continued



Responsible for Fiscal Stability and Financial Procedures

- The financial well being of the Detachment is a significant target for the Commandant, the Board of Trustees and officers of the Detachment. The first concern is for the financial integrity and credibility of the Detachment -- the proper channeling and use of funds (i.e., if funds are generated for a charitable purpose, they are to be used for that purpose). The Commandant is ultimately responsible for the fiduciary nature of the finances for the Detachment. It takes money to operate a Detachment and more money to support programs, events and activities.

Commandant

continued



Of importance to Detachment operations is communications with members, prospective members and the community -- normally done by means of a newsletter (postage and printing costs). To support Detachment activities, Color Guards and charitable causes, the Detachment will have to look to outside donations and fund raisers. The solicitation of donations is an important job of the Commandant -- he/she is the Point man for contacting personal and corporate donors. (Additional coverage will be given in a later section).

Commandant

continued



The integrity, image, membership level and ability to support events are often directly proportional to the size of the treasury and the way in which it is managed. Every Commandant needs to understand sources of revenues, expense control, cash flow, profit and loss, and balance sheet data -- and be assured that financial procedures provide an audit trail to support inquiries.

Commandant

continued



The Commandant should be one of two signers on Detachment checking and monetary accounts (the other being the Paymaster). The Commandant and Paymaster are bonded by MCL National.

Commandant

continued



ABIDES BY THE BY-LAWS AND POLICIES OF THE MARINE CORPS LEAGUE

- The Commandant must set the example for the other officers and members of the Detachment. Having sworn to uphold the principles and laws of the League, the Commandant, as should every officer, must be familiar with the By-Laws and Policies prescribed by MCL National, the Department and the Detachment. All policies and by-laws must be compatible and cannot be in violation of National by-laws and policies.

Commandant

continued



The By-Laws and Policies of the League, Department and Detachment are the guiding principles under which the various organizations operate. Laws and rules are established as a framework for operations and entitlement under the law. The Commandant is ultimately held accountable for adherence to by-laws and policies and, therefore, must assure that the Detachment and its members are in compliance.

Commandant

continued



AWARDS

- The Detachment Commandant has the authority and opportunity to recognize members, non-member citizens of the community and companies for service and achievements in support of Detachment/League objectives. The *Distinguished Service Medal, Distinguished Service Certificate, Distinguished Citizenship Medal, Certificate of Appreciation* and others are ways to acknowledge support, performance, citizenship and patriotism.



Commandant

Continued

The Commandant may want to have assistance from the Board of Trustees, or an Awards Committee, but may act on his/her own to show appreciation for support and achievement. For instance, contributors to Toys for Tots or other Detachment programs can be thanked and encouraged to participate again. Service by members who have done more than expected can be rewarded. And, the press/media can be informed, also.

The Commandant is the lead in promoting the League, whether it be for his/her own Detachment or other existing Detachments, or in suggesting and assisting in the development of a new Detachment. The name of the game is to bring new members to the organization and expand the League's support of all Marines.

Commandant

continued



Other duties of the Commandant include:

- Assuring that reports, including membership transmittals and officer installation reports, are prepared and dispatched on a timely basis.
- Acknowledging transfer requests and ascertaining that member meets the qualifications for transfer.
- Receiving, reviewing, discussing and taking action on reports of financial status, project status, problems/member issues, Detachment concerns.

Commandant

continued



Initiating/supporting assistance to members or members families in distress, funeral details and coordination with Marine or veterans units, and/or other causes requiring Detachment / member attention.

Any situation or circumstances that require highest level attention within or on behalf of the Detachment.

Commandant

continued



Directs Marine Corps League activities of his community, presides at all Detachment meetings, serves as advisor to all committees of his Detachment and is in direct charge of all functions of his Detachment. He administers the Oath of Membership to all new members of his Detachment after he has been officially sworn into Office by the Department Officer or an Officer deputized for the purpose by a National or a Department Officer.

Commandant

continued



Summary

- The Detachment Commandant's position is critical to the success of the Detachment and to the Marine Corps League. The ability to lead will be decisive to the success of the Detachment. The ability to delegate and monitor results will be crucial to time management -- getting things done through others and achieving desired results.

Commandant

continued



To effectively promote the Detachment and League so that it will develop positive image and attract members. Looking out for the best interests of Marines (of all era's, ranks, and units), in and out of the League, is a thread which makes this organization unique among veterans and other Marine organizations.

Commandant

continued



The Commandant should *also* be aware of the activities and programs of other Detachments within the Department. If a Detachment is having problems, or has questions, the Commandant leads the way for his/her Detachment to lend a hand and help out. By the same token, we should work in an environment where teamwork is a working concept and feel free to call on other Detachments for ideas, assistance and support, or general communication.



Jr. Past Commandant

The Junior Past Commandant is the immediate past Commandant of the Detachment. Generally, this office, depending on Detachment by-laws, should hold a position on the Officer Board, or Board of Trustees. The role of the Junior Past Commandant (JPC) is to provide guidance and counsel to the Detachment Commandant and other officers. They should assist in providing continuity from one administration of officers to the next. Their experience, background, and knowledge should be utilized for purposes of educating and assisting officers

Junior Past Commandant

continued



The JPC can be invaluable in assignments that assist the Commandant, and in introducing the Commandant and officers to outside contacts that are necessary to Detachment programs. The JPC can help provide rationale for past decisions and directions, experiences learned, and direction for incomplete objectives and/or unfinished plans. The JPC should be considered a resource to be used by the Board of Trustees and Staff Officers in accomplishing their assignments.

End of Lesson Plan 2