

Governing Principles (2014) for Mountain View Country Club

According to the Club's founders, the Board of Directors will maintain:

- "A private, member-owned country club offering excellent seasonal golf, tennis, and clubhouse facilities consistent with an economy of operation in keeping with the character of the Greensboro Community that it serves.
- A friendly, family-oriented ambience that encourages informal member tournaments, picnics, and social events

MEMBERSHIP, MARKETING AND COMMUNICATIONS:

1. The Club will maintain a family-oriented membership able to afford to support its operations.
2. Up to 350 voting members are permitted to own "stock" in the Club as a symbol of commitment and ownership.
3. The Board and the Club's officers will support a strong Membership Committee with a focus on marketing Club membership, acquainting new members with the Club and encouraging the involvement of younger adults to enhance the long-term stewardship of the Club.
4. Visitors to the area are permitted to use Club facilities for a reasonable fee when it does not infringe on member access. This enhances the value of the Club to the Greensboro community and provides a limited amount of incremental funding.
5. Communication of Club events, activities and other news will reflect the needs of the membership and will continually evolve to reflect society's increased use of on-line resources and social media.
6. Staff members are encouraged to foster a welcoming atmosphere and promote the Club to friends of members and to visitors.

FACILITIES & ENVIRONMENTAL POLICIES:

- 1. The Board will focus on preserving the quality of the Club's facilities while controlling expenditures. The goal of the Board of Directors will be to leave the Club in better condition than they found it**
- 2. The Club will maintain a Board-approved environmental policy consistent with recognized principles of sound stewardship including the requirements of the Vermont Department of Agriculture.**

STAFF SERVICES AND VOLUNTEERS:

- 1. The Board will maintain low cost operations, as has been the practice throughout the Club's history.**
- 2. Limits on expenditures depend upon the continued availability of volunteers and a limited number of paid staff. Members are encouraged to volunteer and take charge of many Club services and activities to reduce Club expenses, as well as to identify, recruit and welcome new members.**
- 3. Staff positions should be added only when volunteers are unable or unavailable to organize and promote Club activities. The recruitment and retention of a small, very high quality operations staff is critical to the Club's success.**
- 4. Staff are selected and evaluated on the basis of key performance criteria including the quality of their credentials and performance, their commitment to the Club and their personal knowledge of the members.**
- 5. A member may serve as an employee of the Club, but may not serve on the board of directors while serving as an employee. If a member provides a paid service to the Club, whether as a contractor or as an employee, he or she should not participate in any decision-making related to that service.**

FINANCES:

- 1. Annual dues, playing fees and pro-shop revenues are used to cover operating expenses, maintenance reserves and a substantial portion of foreseeable capital requirements. Initiation fees and assessments are used for debt retirement and extraordinary capital expenditures.**

2. **The Club management and staff will manage the tradeoff between membership costs and the need for maintaining quality facilities and will educate members about current financial realities. Few private golf and tennis clubs in Vermont offer MVCCs variety of services at a comparable cost**
3. **The Board is responsible for developing long-term capital plans and identifying the funding necessary for the future development of the Club.**
4. **The Finance Committee will meet at least twice each year and also whenever requested by the Treasurer.**
5. **The Treasurer will be responsible for supervising an annual review of the Club's books by a qualified volunteer and will report on the financial condition of the Club to the Executive Committee and Board. The President will report the results of the annual review at the annual meeting.**

GOVERNANCE:

1. **Members will elect a Board of Directors reflecting the range of Club activities and member ages, men and women, and seasonal and full-time residents. The Board generally supervises the direction of the Club's affairs and acts by majority vote, unless there are other specific requirements of Vermont law or the Bylaws.**
2. **The President will be elected by the Board of Directors and serve as the chief executive officer of the Club. He will nominate the Club's officers and each standing committee chairperson for confirmation by the Board, to serve for the term set forth in the Bylaws and at the discretion of the Board.**
3. **The President will appoint three Board members to the Executive Committee at least one of whom must be a Vermont resident It will act on behalf of the Board between Board meetings and will report its actions to the full Board, which remains responsible for determining the general policy of the Club and the execution thereof.**
4. **The Nominating Committee will be composed of five members of the Club in good standing. Two members of this committee including the chair will be selected by the Board of Directors. Candidates for the remaining positions can be nominated by members-at-large by letter or email to the Secretary of the Club in advance of the annual meeting. If more than three candidates are submitted, a voice vote of the members attending the annual meeting will be conducted by the Secretary to select the remaining members of the Nominating Committee.**
5. **The Nominating Committee will seek candidates for the Board of Directors who are dedicated to the purposes and goals of Mountain View Country Club, accept the legal and fiduciary responsibilities of a Director and will dedicate sufficient time to Board duties. In selecting**

Board nominees, the Nominating Committee will consider the recommendations of the current President and the most recent past President

- 6. The President as the chief executive officer of the Club is responsible for all personnel decisions, subject to the Board's authority to supervise the Club's affairs and to establish the Club's general policies. Decisions regarding the hiring and termination of the Club's two key staff positions - those being the (i) Course Superintendent and (ii) front desk (pro shop) manager - shall be made with the prior concurrence of the Executive Committee.**
- 7. Expenditures that require a substantial increase in the Club's indebtedness (\$25,000 or more) for borrowed monies or a membership assessment are to be voted upon by the Club's voting members prior to implementation. While history shows that a few members will generously help to fund capital projects that are important to the Club's future, resort to this type of funding will be the exception.**
- 8. Board, Executive Committee, Standing Committee and Membership Committee meetings may be conducted using electronic communications.**
- 9. At least every 10 years the Board will authorize an independent review of the bylaws by a special committee appointed by the President and approved by the Board of Directors. This committee will include a qualified volunteer familiar with IRS and state requirements for nonprofit clubs.**

These Club principles should be confirmed annually by an affirmative vote by the Board at its first meeting and will be published in the Club's annual membership handbook.