



# Kiwanis®

## Standard Form for Club Bylaws and Policies As revised by Kiwanis International – October 2012

### ARTICLE 1. NAME AND OBJECTS

- 1.1 This organization is the “Kiwaniis Club of Saint Marys Georgia,” which is a member of Kiwanis International and exists only by charter granted by Kiwanis International.
- 1.2 The primary purpose of this club is to improve the quality of life for children and families worldwide by adhering to the Objects of Kiwanis International, which are:
- To give primacy to the human and spiritual, rather than to the material values of life.
  - To encourage the daily living of the Golden Rule in all human relationships.
  - To promote the adoption and application of higher social, business, and professional standards.
  - To develop, by precept and example, a more intelligent, aggressive, and serviceable citizenship.
  - To provide, through this club, a practical means to form enduring friendships, to render altruistic service, and to build a better community.
  - To cooperate in creating and maintaining that sound public opinion and high idealism which make possible the increase of righteousness, justice, patriotism, and goodwill.

### ARTICLE 2. MEMBERS

- 2.1 Adults of good character and good community standing may be admitted to membership in this club by invitation or by transfer from another Kiwanis club upon no less than a majority vote of the board.
- 2.2 Members in good standing are entitled to all rights and privileges of the club. To be in good standing, members are obligated to pay the dues and fees provided in club policy and comply with any other criteria provided in club policy.
- 2.3 Members not in good standing may be suspended or removed by no less than a majority vote of the board. At least fourteen (14) days previous notice of such pending action must be provided to the member. The member will have the right to appear to present his/her case to the board on or before the meeting at which action will be determined.
- 2.4 A member may resign by submitting written notice to the club. Any member who resigns or has been removed from club membership forfeits all interest in any club funds or property and all rights to use any Kiwanis marks.

### ARTICLE 3. OPERATIONS

- 3.1 The administrative and fiscal year of this club is the same as Kiwanis International, which is October 1-September 30.

- 3.2 The board will determine the frequency, day, time, and place of regular club meetings, no less than once each month. Special club meetings may be called, and scheduled meetings may be cancelled or rescheduled, by a majority vote of the board or club members, provided at least 48 hours previous notice is given. Subject to laws of local jurisdiction, club members may meet and conduct business by any method that allows all participants to simultaneously communicate with each other or as otherwise allowed by law. Participation constitutes attendance. Normal club meeting rules apply. If any votes taken verbally are unclear, they should be taken by roll call.
- 3.3 One meeting each year between January 1 and May 15 will be designated as the annual meeting for club elections. At least 30 days previous notice of the annual meeting must be given to members.
- 3.4 This club may have standing committees as determined by a majority vote of the board and defined in club policy. The president may create and appoint additional committees as desired to conduct club goals and activities, subject to approval by the board, with their purpose, term, and duties defined upon creation.
- 3.5 At least one-third (1/3) of the club members in good standing constitutes a quorum, and no less than a majority vote of the members present and voting is required to approve all business unless otherwise provided in these bylaws or club policy. At least fourteen (14) days previous notice of any pending vote must be given to the members.
- 3.6 This club may host activities to inform club and community members about matters of public interest. However, this club will not express any opinion or take any action regarding any candidate, legislation, or other matters of a political nature.

#### **ARTICLE 4. OFFICERS AND DIRECTORS**

- 4.1 The officers will be a president, immediate past president, president-elect, treasurer, and secretary. The officers may also include one or more vice-president(s), if so defined in club policy. This club will also have a minimum of three (3) directors as stated in club policy. No offices may be held by the same person except those of secretary and treasurer, and no person shall simultaneously serve as an officer and a director. This club may also have such other offices as may be required by the laws of local jurisdiction. The names, terms, and duties of such offices, as well as the processes for elections and filing of vacancies, will be included in relevant provisions of the club's bylaws and/or policies.
- 4.2 Officers' duties are as defined below and as may be additionally provided in club policy:
  - The president acts as the club's executive officer; presides at all meetings of the members and the board; and regularly reports to both groups.
  - The secretary keeps the club's records; promptly reports membership changes to Kiwanis International; keeps minutes of club and board meetings; files required reports (if any) with local, national, and other government authorities; and regularly reports to the members and board.
  - The treasurer handles and accounts for all club funds on authority of the board; maintains club financial records; and regularly reports to the members and board.
  - The president-elect, immediate past president, and vice president (if any) have duties as usually pertain to the office or as may be assigned by the president or board.
- 4.3 Directors have such duties as usually pertain to the office or as may be assigned by the president or board.

## **ARTICLE 5. ELECTIONS AND VACANCIES**

- 5.1 Each officer and director (and nominees for same) must be a member in good standing with this club. Any qualified, consenting member may be nominated either in advance or from the floor, according to club policy.
- 5.2 The immediate past president is the most recent president willing and able to serve. The secretary may be either appointed or elected, as provided in club policy. All other officers and directors, including the secretary unless he/she is appointed, will be elected at the club's annual meeting by a majority vote, following a process provided in club policy.
- 5.3 The president, immediate past president, president-elect, treasurer, secretary, and vice president(s), (if any) will serve one-year or two-year terms as provided in club policy, beginning October 1 of each year. Directors may serve up to three-year terms, as provided in club policy, with each term beginning October 1 after election.
- 5.4 Vacancies will be filled as follows:
- President: by the president-elect, immediate past president, or vice president (if any), as provided in club policy.
  - Immediate past president: by the most recent president willing and able to serve.
  - For all other officers and directors, new elections will be held within 60 days, provided at least fourteen (14) days previous notice of the meeting and nomination(s) is given to the members. However, if the secretary is appointed, the president will appoint someone to fill the vacancy, subject to approval by the board.

## **ARTICLE 6. BOARD OF DIRECTORS**

- 6.1 The club board of directors (referred to in these bylaws as "board") consists of the president, immediate past president, president-elect, treasurer, secretary, vice president(s) (if any), and all directors, and such other positions as may be required by the laws of local jurisdiction.
- 6.2 The board has the following responsibilities:
- Provide general management of the club not otherwise delegated to the membership in these bylaws or club policy.
  - Assure the club complies with applicable governmental rules and regulations.
  - Determine the good-standing status of members in accordance with club policy.
  - Perform other duties as provided in these bylaws and club policy.
- 6.3 A majority of the members of the entire board constitutes a quorum, and a majority vote of the board members present and voting is required for all business unless otherwise provided in these bylaws or club policy.
- 6.4 The board will meet regularly at a designated place and time that it determines. The board may hold special meetings at the call of the president or a majority vote of the board, provided at least forty-eight (48) hours previous notice is given to board members of the date, time, place, and topic(s). Subject to laws of local jurisdiction, the board may meet and conduct business by any method that allows all participants to simultaneously communicate with each other or as otherwise allowed by law. Participation constitutes attendance. Normal board meeting rules apply. If any votes taken verbally are unclear, they should be taken by roll call.
- 6.5 The board may take no action in conflict with an action of the membership. Other than disciplinary measures, an action of the board may be rescinded or amended by two-thirds (2/3) vote of the club members present and voting, provided at least fourteen (14) days

previous notice is given to the members.

## **ARTICLE 7. DISCIPLINE**

7.1 “Conduct unbecoming a member of the Kiwanis family” is defined in Kiwanis International Policy as any conduct that:

- is incompatible with the best interests of the public or of members of the Kiwanis family; or
- tends to harm the standing of Kiwanis in the local or global community.

7.2 If a written allegation of “conduct unbecoming a member of the Kiwanis family” is made against a member of a Kiwanis club, the club president shall immediately request from Kiwanis International a copy of the detailed procedures to be followed by clubs and shall appoint a special investigator to investigate the matter (or, if the club president is accused, the immediate past president shall act).

- a. If the investigation concludes that there is a reasonable basis for the allegation, the president shall notify the accused member and refer the matter to the club board to conduct a hearing to decide the matter. The board shall then meet and report its decision, whether the member did or did not engage in “conduct unbecoming” and, based on that decision, the appropriate disciplinary action, if any, as follows: informal counseling, a verbal reprimand, written reprimand, suspension from office or club membership, or removal from office or club membership. The determination-of the discipline should be based on the seriousness of the unbecoming conduct. All disciplinary actions shall be documented in club records. If a member is removed from the club for “conduct unbecoming”, the club shall notify the district governor and district secretary as a matter of record.
- b. If either the accused member or the investigator believes that some part of the investigation or determination process was faulty or the determination was incorrect, either party has the right to appeal in writing the board’s decision(s) to the club membership. The appeal shall be heard at a special meeting of the club members in good standing. The decision of the club membership to uphold, reverse or change the board’s decisions(s) shall be final.
- c. If, at any point during the “conduct unbecoming” process, possible criminal wrongdoing is discovered, the matter shall be reported to the proper authorities.
- d. All materials, facts, and information related to the investigation, determination, and appeal (if any) shall be kept confidential at all times by any parties or persons involved in any part of the process.
- e. The club shall retain all official records on the matter (allegation report, investigation report, hearing record, board report, and appeal record if any) in a confidential file as long as required by applicable law, and shall send a copy to the Executive Director of Kiwanis International, to be retained in a confidential file.

7.3 A club shall discipline any member whose conduct is determined by the club to be “conduct unbecoming a member of the Kiwanis family,” or else the club shall be considered out of compliance with acceptable standards of Kiwanis International and may have its charter suspended or revoked as provided in the Kiwanis International Bylaws.

7.4 If an officer or director is alleged by the president or a majority vote of the board to be failing to perform his/her duties, the board will investigate the allegation and determine the matter at a special meeting in executive session held within forty-five (45) days after the investigation is

complete or as soon as reasonably possible. Written notice of the allegation, investigation, and meeting must be given to the accused member at least thirty (30) days prior to the hearing. The accused member will be permitted to attend the hearing and present a defense. If the allegation(s) is sustained by no less than a two-third (2/3) vote of the entire board, the position will be declared vacant.

## **ARTICLE 8. FUNDS AND ACCOUNTING**

- 8.1 Monies received for club service activities, regardless of source, may be used only for service activities. Separate accounting records must be maintained for service funds and administrative funds.
- 8.2 By October 15, the board will adopt separate budgets of estimated income and expenses for the administrative and service funds of the club.
- 8.3 The club's financial records will be examined annually by either (a) a qualified accounting firm not affiliated with any club member; or b) a standing financial review committee, as provided in club policy. The club's accounting records will be available for inspection by the accounting firm or the committee and, upon request, by the president or board. A written report of the annual financial examination shall be submitted to the board.
- 8.4 The board determines the official depository/ies of club funds and designates the person(s) authorized to pay club charges.
- 8.5 Club membership dues, fees, and other assessments, as provided in club policy, must be approved by two-thirds (2/3) vote of the members present and voting, provided at least fourteen (14) days previous notice of the vote and proposed amount is given to the members.
- 8.6 The club board will provide for the prompt payment of all dues, fees, and other obligations to Kiwanis International and to its district and federation (if any).
- 8.7 If this club ceases operations for any reason, the club board will provide for proper distribution of club funds or other assets, in accordance with applicable law. Funds or assets not otherwise designated will be transmitted to the Kiwanis International Foundation or the district foundation.

## **ARTICLE 9. AUTHORITIES**

- 9.1 This club's bylaws and policies will comply with all applicable laws in its local jurisdiction.
- 9.2 For authority on all matters not covered by these bylaws, the following documents will apply, in this order of priority:
  - First—Kiwanis International bylaws;
  - Second—Kiwanis International policies and procedures;
  - Third—Federation bylaws (if any)
  - Fourth—District bylaws (if any)
  - Fifth—*Robert's Rules of Order Newly Revised* (latest edition)

## **ARTICLE 10. BYLAWS AND POLICIES**

- 10.1 This club will incorporate or register as required by law with the proper government authority(ies) within one (1) year from its charter date and maintain such incorporation or registration.
- 10.2 These bylaws will only be amended to comply with the Standard Form for Club Bylaws, as approved now or in the future by Kiwanis International. Amendments may be adopted by

two-thirds (2/3) vote of the club members present and voting, provided at least fourteen (14) days previous notice is given to the members. These club bylaws and any amendments thereto are not effective unless approved by Kiwanis International.

10.3 If any provision of these bylaws is determined to be invalid, all other provisions still remain in effect.

10.4 The club membership shall consider and adopt the mandatory club policies required by Kiwanis International, which complete provisions stated in the bylaws. Adoption shall be by two-thirds (2/3) vote of the club members present and voting, provided at least fourteen (14) days previous notice is given to the club members.

10.5 The club board may adopt other club policies that are not in contravention of the applicable laws, club bylaws, Kiwanis International bylaws, and district and federation bylaws (if any) by at least a majority vote of the club board members present and voting, provided at least fourteen (14) days previous notice is given to the board members. *(Note: Optional Policy L has special requirements for adoption.)*

## Mandatory Club Policies

As stated in the club bylaws (Sec. 10.4): “The club membership shall consider and adopt the mandatory club policies required by Kiwanis International, which complete provisions stated in the bylaws. Adoption shall be by two-thirds (2/3) vote of the club members present and voting, provided at least fourteen (14) days previous notice is given to the club members.”

Policies A- F must be considered, completed, and adopted by the club and submitted to Kiwanis International for approval with the club’s bylaws.

### A. CLUBS DUES AND FEES

*Notes: Use this policy to state the current amount of dues and other fees (if any) for your club.*

*(a) The dues and new member enrollment fee amounts should include the current Kiwanis International dues and fees, district dues and fees (and federation dues and fees, if any). (b) If new members are alumni of Service Leadership Programs, clubs should not charge them for Kiwanis International dues for two years after joining the club. (See Bylaws Section 8.5 regarding how club dues and fees are set.*

Members will pay the following financial obligations to the club:

1. Currency: USD

2. Annual dues amount: \$480

3. New member enrollment fee amount: \$50

*Note: If the enrollment fee is graduated or pro-rated, then state that, listing the minimum and maximum amounts. Example: “Graduated monthly, from \$10 to \$40.”*

4. Other amount, if any: Item: Spousal magazine credit when applicable Amount: \$8.00

*Note: Repeat line 4 for each ‘other amount’ and complete as appropriate.*

## B. MEMBERS IN GOOD STANDING

*Note: Per Bylaws Section 2.2, this policy provides uniform definition of 'member in good standing' for all members of the same club.*

A member is not considered in good standing with the club if he/she:

1. Is more than [*choose one or both of the following by filling in the blank:* 3 months -or- \$120 (amount) in arrears on dues or fees owed by that member.
2. *Optional:* Other requirement(s):  
\_\_\_\_\_.

*Note: This is where your club may list requirements, if any, which are not related to dues or fees. However, be cautious about listing other requirements, which must be enforced uniformly among all members.*

## C. OFFICERS AND DIRECTORS

*Note: Complete the fields listed below as appropriate. (The provisions in this policy refer to Bylaws Sections 4.1 and 5.4.)*

1. This club has [*state number*] 1 offices of vice-president. *Note: If your club has one or more offices of vice-president, state the number. If your club does not have the office of vice-president, state "0" (zero).*
2. This club has [*state number, three or more*] 6 directors. *Note: A minimum of three directors are required. There is no maximum number.*
3. A vacancy in the office of president shall be filled by [*check only one*]   the president-elect -or- Ximmediate past president -or-   the vice president\*. *\*Note: If your club has more than one vice president, this shall be assumed to be the first vice president.*

## D. OFFICERS AND DIRECTORS TERMS

*Note: Per Bylaws Section 5.3, choose the appropriate number of years as the term for each officer or set of officers.*

Officers and directors terms are as follows:

1. President, president-elect, immediate past president, and secretary (if appointed by the president): [*check one*] X1 year -or-   2 years.
2. Secretary: [*check one*] X1 year -or-   2 years. *Note: If appointed by the president, the secretary should have the same length of term as the president.*
3. Treasurer: [*check one*] X1 year -or-   2 years
4. Vice-president(s) (if any): [*check one*] X1 year -or-   2 years
5. All directors: [*check one*]   1 year -or- X2 years -or-   3 years. *Note: If either 2- or 3-year terms are chosen, the directors will be elected so that only one-half or one-third of the terms are elected each year.*

## E. OFFICERS AND DIRECTORS ELECTION PROCESS

*Note: Per Bylaws Article 5, each club must adopt a written process for nomination and election of club officers and directors. The following process states the basic requirements for nominations and elections. The club may add requirements at its discretion (deadlines, special forms, nominating committee, etc) or as may be required by local law.*

The election process for this club is as follows:

1. The club secretary will be [*check one*]  appointed by the president and approved by the board -or-  elected by the membership. If the club secretary is not elected, he/she will be appointed within one (1) week after elections are held. *Note: If the secretary and treasurer position are combined, the position should be elected, not appointed.*
2. Volunteers will be appointed to prepare the ballot, count the votes, and certify the results.
3. Nominations may be made in advance or from the floor during the annual meeting, with the consent of those nominated.
4. Cumulative voting is not allowed. Absentee ballots [*check one*]:  are -or-  are not allowed. Proxy ballots [*check one*]:  are -or-  are not allowed.
5. Ballots are only necessary when there are more nominees for an office than offices to be filled. If any ballot does not reflect a majority vote for one nominee, the nominee receiving the fewest votes will be dropped and a new vote taken for the remaining nominees; the same process will be followed until one nominee receives a majority of the votes. If there are more nominees for directors than offices to be filled, those receiving the highest number of votes will be declared elected without additional voting.
6. Electronic balloting is permitted for club elections. Secure website balloting is recommended to ensure privacy and accuracy. Use the KiwanisOne Club Management System or consult Kiwanis International for guidelines.
7. The club secretary will certify the election results to Kiwanis International (and to the district and federation, if any).
8. Incoming officers and directors are referred to as “-designate” (examples: president-elect-designate, secretary-designate, etc).
9. Additional requirements (if any) used by this club are:  
\_\_\_\_\_.

*Note: Repeat line 9 for each additional requirement and complete as appropriate.*

## **F. ANNUAL FINANCIAL REVIEW**

To perform its annual financial examination as stated in Bylaws Section 8.3, this club: [*check one of the following*]:

1.  Hires a qualified accounting firm not affiliated with any club member; or
2.  Has a standing financial review committee composed of two or more qualified\* club members, excluding any board members. Selection of the members will be determined by vote of the [*check one*]  club board or  club membership. Committee members' terms shall be for one year each, October 1 – September 30. It is recommended that committee members have staggered terms and that no person serve more than three (3) consecutive terms.

*Note: An annual examination of financial records should include, but not be limited to, bank reconciliations, income, disbursements, budgets, balance sheets and income and expense statements for both the administrative and service accounts, budgets, and any other financial records or reports of the club.*

*\*Qualified club members are those in good standing with the club who have financial or accounting experience.*

## Optional Club Policies

As stated in the club bylaws (Sec. 10.5): "The club board may adopt other club policies that are not in contravention of the applicable laws, club bylaws, Kiwanis International bylaws, and district and federation bylaws (if any) by at least a majority vote of the club board members present and voting, provided at least fourteen (14) days previous notice is given to the board members."

The policies listed below are for consideration by the club because they may assist in club operations. However, they are not mandatory and may or may not be adopted, at the club's discretion. Optional policies do not require approval by Kiwanis International.

### G. OPTIONAL POLICY: CLUB MEETING INFORMATION

Check here if the club wishes to have this policy.

Check here if the club does not wish to use this policy.

*Note: Per Bylaws Section 3.2, each club is required to meet no less than once per month. The club board determines the frequency, day, time, and place of regular club meetings. The club may use this policy to list club meeting information. However, this is not a reporting mechanism; if your club's meeting information changes, please report it separately to Kiwanis International.*

1. This club meets [select one]:  weekly  twice per month  monthly, as follows:  
Examples: "Every Monday at 11:30 am"; or "1st and 3rd Wednesday at 7:30am."  
Monday at 12 noon

2. Club satellite meeting (if any):  
\_\_\_\_\_.

*Note: If the club has more than one satellite meeting, repeat line 2 and complete as appropriate.*

### H. OPTIONAL POLICY: ADDITIONAL DUTIES (if any) OF OFFICERS AND DIRECTORS

Check here if the club wishes to have this policy.

Check here if the club does not wish to use this policy.

*Note: Per Bylaws Section 4.2, additional duties are not required, but may be added at the club's discretion.*

Officer's and directors' duties, other than those defined in the club bylaws, are as follows:

1. President: \_\_\_\_\_
2. President-elect: \_\_\_\_\_
3. Immediate past president: \_\_\_\_\_
4. Secretary: \_\_\_\_\_
5. Treasurer: \_\_\_\_\_
6. Vice president (if any): \_\_\_\_\_
7. Directors: \_\_\_\_\_

**I. OPTIONAL POLICY: STANDING COMMITTEES (if any)**

Check here if the club wishes to have this policy.

Check here if the club does not wish to use this policy.

Notes: (a) Per Bylaws Section 3.4, list all relevant standing committees. Kiwanis International recommends each club have standing committees on Membership (covers growth, retention, education, and public relations); Programs (covers club meetings and special events); and Service and Fundraising (also covers community services, Service Leadership Program, and the Kiwanis International global campaign for children). These topics may be divided into separate committees. (b) If the club has opted for a standing Financial Review Committee in Policy F, you do not need to re-state that committee here.

This club has the following standing committees:

- 1. Committee name: MEMBERSHIP GROWTH AND EDUCATION  
 Purpose: Actively promote club growth  
 Duties: Recruit and train new members. Provide continuing education.  
 and such other duties as may be assigned by the board.
- 2. Committee name: Service Leadership  
 Purpose: Manage the club's SLP organizations  
 Duties: Oversee club sponsors and advisors; provide leadership training  
 and such other duties as may be assigned by the board.
- 3. Committee name: Finance and Fundraising  
 Purpose: Provide sound fiscal management to the club  
 Duties: Aid in budget development; direct fundraising projects  
 and such other duties as may be assigned by the board.
- 4. Committee name: Young Children Priority One

Purpose: Nurturing children from birth until 5 years of age.

Note: If your club has additional standing committees, repeat the name, purpose, and duties lines above and complete as appropriate.

**J. OPTIONAL POLICY: OTHER CLUB POSITIONS (if any)**

Check here if the club wishes to have this policy.

Check here if the club does not wish to use this policy.

Note: Per Bylaws Section 6.1, use this policy to list any non-officer positions the club normally utilizes. If the club does not have or want any additional positions, disregard this option.

In addition to officers and directors specified in the bylaws and standing committees stated above, this club has the following other positions (such as administrative secretary, assistant treasurer, etc):

- 1. Position: \_\_\_\_\_ Term: \_\_\_ year(s)  
 Duties: \_\_\_\_\_  
 Who appoints or elects the position: \_\_\_\_\_

Note: If the club has more than one 'other position,' repeat the lines above and complete as appropriate.)

**K. OPTIONAL POLICY: SPECIAL VOTE REQUIREMENTS (if any)**

     Check here if the club wishes to have this policy.

  X   Check here if the club does not wish to use this policy.

Notes: (a) If the club wishes to require a vote on something not specified in the bylaws or mandatory policies, it should list it/them below. (b) Or, if the club wishes to require a higher vote than that stated in the bylaws or mandatory policies, it should list it/them below. (c) The requirement for such votes must first be adopted by each body they pertain to: the club board and/or the club membership. (d) If the club does not have any special items or higher vote requirements, disregard this option. This policy pertains to the Bylaws generally.

The vote required for particular types of business not covered in the club bylaws is as follows:

1. Type of business: \_\_\_\_\_  
 requires [*check one*:     majority -or-     two-thirds -or- (other vote: state it here) \_\_\_\_\_] vote of the club [*check one*     board -or-      members] upon [*add number*] \_\_\_\_\_ days previous notice.

Note: If the club has more than one special vote requirement, repeat the lines above and complete as appropriate.

**L. OPTIONAL POLICY: SPECIAL MEMBERSHIP TYPES (if any)**

  X   Check here if the club wishes to have this policy.

     Check here if the club does not wish to use this policy.

Note: Use this policy to state any special types of membership the club may establish. If the club has no special membership types, disregard this option.

**Clubs are urged to use caution and give thorough advance consideration before adopting any special types of membership.** Adoption of special types of membership **requires a three-fourths (3/4) vote** of the club membership present and voting. Be aware that the only membership type recognized by Kiwanis International for dues, voting, or any other purposes is active (regular) membership and that full dues and fees must be paid by the club to Kiwanis International and the district (and federation, if any) for all members reported on the annual club roster, regardless of any discounts the club may grant for some membership types. All dues-paying members have the right of voting on club issues and holding club office or director positions, as provided in Section 2.2 of the club bylaws.

This club has the following special types of memberships with the stated criteria and benefits for each.

1. Special membership type (name): Dues-Only Member (Affiliate)  
 Special criteria: Pays full local and International dues; pays meals when present.  
 Special benefits: Full voting rights; participation in any club activities.

Note: If the club has more than one special membership type, repeat the lines above and complete as appropriate.

