



League of Women Voters of Minnesota Records

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Schedule for Board Retreat

May 18-19, 1994

Mt. Olivet Retreat Center

Wednesday, May 18, 1994

1:30 Field Service/Membership Meeting

3:00 Check in

3:15 Welcome, social time

3:30 Expectations: What do you want to accomplish at the Retreat? *Borged*

3:45 Board Reports: Where we've been
(Brief report from everyone: How did your year go? Successes, Frustrations) *Borgen*

5:30 Dinner

7pm 6:45 Strategic Plan Discussion

A. Mission - What is the job of the state League/~~Board~~ - Are we doing what we're supposed to be doing? *marcus*

B. Strategic Plan - Did we carry it out? Why? Why not? *marcus*

8:00 C. How should we plan for the future? (Evaluation/membership, finance?) *young*

9:00 Social hour

Thursday, May 19, 1994

8:30 Breakfast

9:30 How should we plan for the future? (continued)
Setting priorities - When there is a choice between projects and resources, how do we decide? *young*

10:45 Break
12:00 Lunch

1:00 Board Responsibility:
Responsibilities of Board members, staff/questions, suggestions, comments *Satorius*

Board Meetings - *planned for a year meeting*

3:00 Adjourn

League of Women Voters

Mission

The League of Women Voters, a nonpartisan political organization, encourages the informed and active participation of citizens in government, and influences public policy through education and advocacy.

Vision, Beliefs and Intentions

The goal of the League of Women Voters is to empower citizens to shape better communities worldwide.

The League of Women Voters of the United States is a nonpartisan political membership organization, which:

- acts after study and member agreement to achieve solutions in the public interest on key community issues at all government levels.
- builds citizen participation in the democratic process.
- engages communities in promoting positive solutions to public policy issues through education and advocacy.

The League of Women Voters Education Fund is a nonpartisan public policy educational organization, which:

- builds citizen participation in the democratic process.
- studies key community issues at all government levels in an unbiased manner.
- enables people to seek positive solutions to public policy issues through education and conflict management.

We believe in:

- respect for individuals.
- the value of diversity.
- the empowerment of the grassroots, both within the League and in communities.
- the power of collective decision making for the common good.

We will:

- act with trust, integrity and professionalism.
- operate in an open and effective manner to meet the needs of those we serve, both members and the public.
- take the initiative in seeking diversity in membership and programs.
- acknowledge our heritage as we seek our path to the future.

Principles

The League of Women Voters believes in representative government and in the individual liberties established in the Constitution of the United States.

The League of Women Voters believes that democratic government depends upon the informed and active participation of its citizens and requires that governmental bodies protect the citizen's right to know by giving adequate notice of proposed actions, holding open meetings and making public records accessible.

The League of Women Voters believes that every citizen should be protected in the right to vote; that every person should have access to free public education that provides equal opportunity for all; and that no person or group should suffer legal, economic or administrative discrimination.

The League of Women Voters believes that efficient and economical government requires competent personnel, the clear assignment of responsibility, adequate financing, and coordination among the different agencies and levels of government.

The League of Women Voters believes that responsible government should be responsive to the will of the people; that government should maintain an equitable and flexible system of taxation, promote the conservation and development of natural resources in the public interest, share in the solution of economic and social problems that affect the general welfare, promote a sound economy and adopt domestic policies that facilitate the solution of international problems.

The League of Women Voters believes that cooperation with other nations is essential in the search for solutions to world problems and that development of international organization and international law is imperative in the promotion of world peace.

Where Do the Principles Come From?

The Principles are "concepts of government" to which the League subscribes. They are a direct descendant of the Platform, which served from 1942 to 1956 as the national repository for "principals supported *and* positions taken by the League as a whole in fields of government to which it has given sustained attention." During most of this period, the principles were grouped, along with specific legislative measures and policies supported by the League, under "Gettysburg Address-type" categories (Government of the People, etc.). By 1956, the Platform had disappeared from the League vocabulary, but the principles survived as "The Principles." Since then, the Principles have served two functions, according to the LWVUS Bylaws: 1) authorization for adoption of national, state and local program (Article VII), and 2) as a basis for taking action at the national, state and local levels (Article VIII).

As for action to implement the Principles, the appropriate board authorizes action *once it determines that member understanding and agreement do exist* and that action is appropriate. As with other action, when there are ramifications beyond a League's own governmental jurisdiction, that League should consult other Leagues affected.

The national board suggests that any action on the Principles be taken in conjunction with current League positions to which they apply and on which member agreement and understanding are known to exist. The Principles are rather broad when standing alone, so it is necessary to exercise caution when considering using them as a basis for action. Furthermore, since 1974 most of the Principles have been an integral part of the national program, most notably in the criteria for evaluating government that appear at the end of the formal listing of program.

LEAGUE OF WOMEN VOTERS OF MINNESOTA STRATEGIC PLAN
1991-94

(Adopted by the LWVMN Board of Directors at its May 8, 1991 meeting.)

Goal I: The League of Women Voters of Minnesota will educate the public on selected government issues.

A. LWVMN will double the number of opportunities for local Leagues to successfully obtain grant funds by 1993.

1. Include opportunities for pass through grants in all LWVMN study proposals and projects. *cit. funds*
2. Encourage and make local Leagues aware of LWVUS grant possibilities. *MF, Housing, Martin grant - VS, congressional debates*
3. Train local Leagues in the use and management of grant money. *follow up*

B. LWVMN will provide tools for local Leagues to take advantage of grant opportunities by 1992.

1. Will announce grant opportunities.
2. Plan and carry out grant writing workshops for local Leagues.

C. LWVMN will provide opportunities for local Leagues to give them access to additional program information.

1. Develop hints or guidelines on how to work successfully with other organizations in the area of community programs.
2. Plan and execute two regional programs per year for local Leagues.
3. Provide opportunities for state and local Leagues to explore programs in new areas.

D. Re-evaluate the printed materials and projects used by LWVMN and local Leagues to deliver citizen education information to the public by 1992.

1. Evaluate the need and market for updated publications including Indians in Minnesota, The Judiciary, Serving Minnesota's Mental Ill (by April 1992 LWVMN will have evaluated the market, need, availability of resources and editors).
2. Evaluate the effectiveness and financial feasibility of continuing current Voter Service projects, debates, publications by January 1992.

Goal II: LWVMN will take action on selected government issues.

A. Provide information on LWVMN's legislative agenda to all local League members.

1. Concentrate pro-active League action on a selected number of issues.
2. Increase the circulation of the Capitol Letter to 400 by 1992, after a thorough analysis of who gets it, why, and what subscribers want.
3. Have a network of members in place who have indicated interest in a specific issue area. Expand the network to three issues by 1993.

B. Encourage and educate citizens on how to take action.

1. Plan and carry out five action presentations in 1992 and 1993 for members and non-members throughout the state.
2. Explore developing an action videotape by 1993.
3. Increase the market for the Citizens in Action book and the workshop by 5% per year.
4. Increase the number of local Leagues who apply for the Action Award by 50% in 1992, 25% in 1993.
5. Increase by 20% the number of local Leagues who have Observer Corps.
6. Maintain the corps of lobbyists and interns at its present level (35).
7. Establish a statewide "action by observing" night for 1991, and annually thereafter.

Goal III: LWVMN will inform the public of its program and action.

A. Develop a media plan for reaching members and the public.

1. By September 1992 will have produced a pilot cable television program with an action focus.
2. Develop four op. ed. pieces per year for Minnesota newspapers.
3. Explore option of regular exposure on commercial television and/or radio with an issues program.

B. Develop a communication plan for local Leagues by June 1992.

1. Evaluate OUTLOOK, Board Memo, etc. to determine what new and old information is needed by June 1992.
2. Survey members as to what information they need by early 1992.

Notify US that ^{there} are awards at convention - votes

LKP

LEAGUE OF WOMEN VOTERS OF MINNESOTA GOALS AND OBJECTIVES

Mission Statement: The League of Women Voters, a nonpartisan organization, encourages the informed and active participation of citizens in government and influences public policy through education and advocacy.

Goal I. By 1986-87, LWVMN will have achieved a 10% growth in membership with special emphasis on developing creative recruitment efforts toward adults under 35.

1. By March, 1986, the child protection study committee will have available copies of its study for wide distribution to people within the group targeted for membership.
2. By January, 1986, the child protection study committee will compile a list of individuals and organizations interested in the new state study which can be used for membership recruitment.
3. By Council '86, the membership committee will develop a prototype brochure "Why a Working Woman Should Join LWV".
4. By February, 1986, the membership committee will design a certificate of achievement to be distributed to local Leagues to recognize efforts of their members.
5. By February 1st, the membership chair will have surveyed local Leagues to find methods for recruiting the targeted group which have proven effective so that expertise can be shared.

Goal II. By 1988-89, LWVMN will have reserves equal to three months operating expenses while maintaining a balanced budget.

1. By November, 1985, the Financial Options Committee will have brainstormed for new funding source.
2. By March, 1986, the Development Chair will expand the Individual Giving Campaign for the Education Fund and expand the LWVUS mailing list to secure hard money.
3. By February, 1986, LWVMN will have a Planned Giving Committee and implement Voter articles on bequests.
4. By June, 1986, the Planned Giving Committee will have a plan for program.
5. By January, 1986, the Marketing Chair will have revised the Cookbook marketing plan.
6. Between September 1, 1985 and March 31, 1986, LWVMN will sell 1,000 Cookbooks.
7. By Council '86 the Budget Committee shall revise the budget to create a category "Return to reserves," budgeted at \$4,000 per year.
8. By January, 1988, the Development Chair will develop a pool of individuals trained to solicit prospective contributors.
9. By 1988-89, LWVMN will have planned and carried out four fundraisers.
10. By Convention '87, the Financial Options Committee will prepare and present a recommendation for levying a PMP for financing all levels of League.

Goal III. By 1987-88, LWVMN will design, implement and evaluate a marketing plan for the League which will identify and address internal and external audiences.

1. By January, 1986, LWVMN will establish a Marketing Council drawing on expert advice to prepare a marketing plan.
2. By Council '86, the Marketing Council will present its marketing plan, in-

cluding a clearly defined image of LWV.

3. By Convention '87, the marketing plan for LWVMN will be fully integrated into all League portfolios.
4. By Council '88, the Marketing Council will have developed an evaluation instrument and have prepared a report on the results.

Goal IV: By 1986-87 LWVMN will develop prototypes for future units of membership.

1. By October, 1985, LWVMN Board will establish a committee to carry out the balance of objectives.
2. By December, 1985, the committee will have collected information from other state Leagues, other organizations, local Leagues, LWVUS, and by brainstorming on possible ideas for prototype units.
3. By February, 1986, the committee will have evaluated the ideas with a view to overcoming objections to them.
4. By February, 1986, the committee will have packaged ideas into several prototype units of the future, e.g., "early bird unit," "mother's night out unit," or other similar units.
5. By April, 1986, the committee will have disseminated ideas to local Leagues through mailings, regional reps.
6. By Council, 1986, the committee will have presented a workshop on prototype units, including a "What If?" session designed to overcome fear of the unknown in the ideas.
7. By Council, 1986, the committee will issue challenge to local Leagues to try new units, offering plenty of support, interchange of ideas, offer of rewards or prizes.
8. By June, 1987 Convention, the committee will have selected recipients for rewards, presented rewards and publicized results.

Board of Directors

"The genius of the League has always been, and will always be, the wisdom, skill and creativity of its members and leaders."

State Board Handbook
LWWUS, 1966

The board of directors, led by the president, is the administrative and policy-making team for the League. It provides direction and leadership for carrying out member decisions and is ultimately responsible for all the League's plans, activities and follow-through in three broad interdependent areas:

1. Organization and Management functions (membership growth and participation, adequate financing and realistic budgeting, communications and efficient administrative operations);
2. Program (study and action);
3. Voters Service/Citizen Education.

Local League Board at a Glance

The board is responsible for the well being and smooth functioning of your League.

The board, as a whole:

- Carries out overall planning and decision making.
- Supports membership and finance activities.
- Represents and interprets the League in your community.
- Safeguards the League's reputation for nonpartisanship.

As an individual board member, you:

- Attend and participate in all board meetings.
- Attend and support all League activities.
- Inform yourself on League positions and practices.
- Carry out your own assignments.

The president:

- Leads the League.
- Speaks for the League.
- Organizes and delegates League tasks.
- Convenes and presides over meetings.

Working together you will achieve League success.

Board Handbook, LWW of Illinois, April 1988

Total Board Responsibility

The authority for the whole League operation rests with the board, whose members together make the decisions. Board members often assume specific duties, but each also shares in the responsibility of the entire board for the local League's operation. Each board member, for example, has a fiduciary responsibility for the organization, although the finance chair or committee may have the day-to-day job of raising money. Because of this group responsibility, board members are expected to attend board meetings regularly, give thoughtful con-

Local League Board Member at a Glance

Role

- Makes the League's decisions and organizes its activities with the entire board.

General

- Attends board meetings (gives notification if unable to attend).
- Is a board member first; a specific chair second.
- Assists in overall planning and decision making.
- Supports and attends League activities.
- Explains and promotes the League in the community.
- Understands and maintains the League's nonpartisan political activity policy.
- Attends state and regional League meetings.
- Assists in fundraising activities.
- Promotes membership.

Specific

- Carries out specific assignments.
- Keeps a board notebook.
- Keeps a portfolio file with reports, publications, memos, clippings, etc.
- Meets deadlines: bulletin, publicity, reports to state and national offices.
- Brings plans to board for discussion and for reaching decisions.
- Obtains board approval prior to taking action.
- Trains successor and passes on files.

Techniques

- Review assignment/portfolio and discuss past and ongoing projects with predecessor.
- Form a committee if appropriate for the portfolio/assignment
- Prepare brief reports for board meetings.
- Provide information for the bulletin when appropriate.
- Involve other members; spread the workload.

Board Handbook, LWV of Illinois, April 1988

sideration to all aspects of League work, join in board deliberations and decisions and take part in making the general plans for League activities.

Of course, the president plays the key role in providing leadership for the board and the entire League and in serving as spokesperson to the community. The president is a leader first, empowering the other members of the board to achieve League goals, then a manager. (In addition to boxes in this chapter, see Appendix D for sample job descriptions for local League officers and board members, from the LWV of Illinois.)

Organization of the Board

All Leagues have limited time, money and people resources and need to evaluate these resources in relation to their projected plans when organizing for the year (see section on Planning: Goals, Priorities, Evaluation, below). The bylaws of each local and state League and ILO provide for the officers of the League and the maximum number of elected and appointed board members, depending on the size of the League.

The bylaws outline the duties of the president, secretary and treasurer but do not spell out specific tasks of the vice president(s) or other members of the board. This gives each board the flexibility to make assignments in whatever way makes the best use of time and talents of the board members for that year. Keep in mind that it's more important for a board to organize around what it hopes to accomplish for the year than to try to fill slots just because a pattern has been established by predecessors.

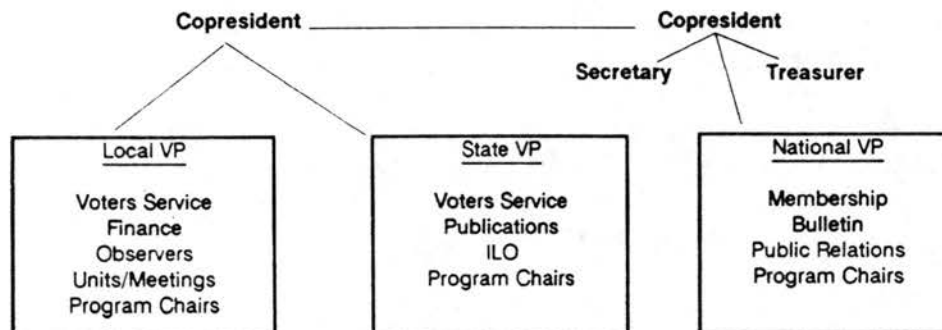
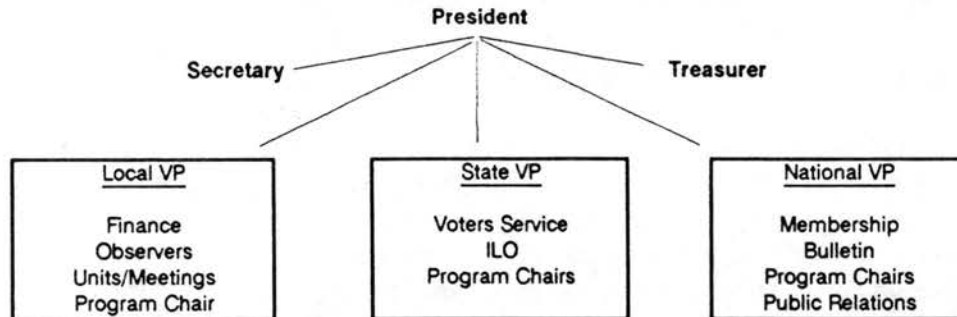
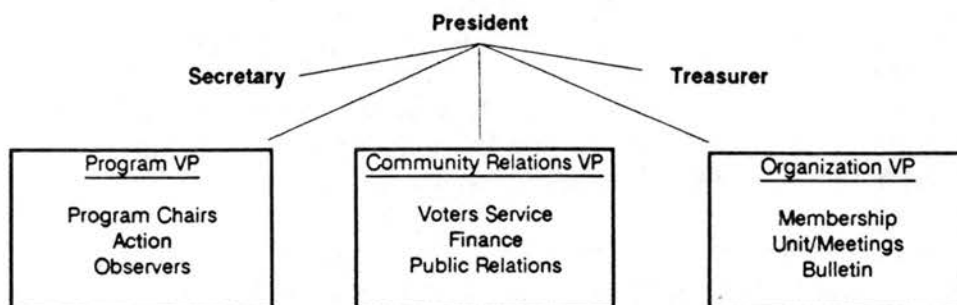
Today, Leagues are experimenting with a variety of board structures as they search for appropriate ways to achieve their goals. While many League boards continue to assign their members specific responsibilities (e.g., membership, finance, public relations, program issues, voters service, etc.), an increasing number have done away with specific assignments and established three or four committees organized around the priorities they've identified for the year. Others are using a combination of committees and individual assignments. Executive committees, consisting of the president and several board members, can assume specific assignments and take action on board matters between regular board meetings.

Members of the 1988-90 national board, for example, were assigned to one of four standing committees:

- Membership and Development,
- Citizen Education,
- Advocacy Issues,
- Communications and Planning.

Organizing Your Board Around Portfolios

A clear chain of command should be established to make certain the League's work is accomplished by the entire board. A chart is a big help in clarifying and maintaining the chain of command. Each president and local League board should develop one that is appropriate for that board (it may change as boards and goals change). The division of responsibilities among the vice-presidents depends on the interests and skills of the individuals. Below are examples for Leagues with a sole president or copresidents.



LWW of Illinois, 1988

Evaluation

Smile!
D

Programs are designed to produce specific *results* or *outcomes*. Evaluation research helps determine degrees of success or failure. Both input and outcome can be evaluated. *Evaluation is as much a guide for the future as it is a review of past performance.* Areas which might be evaluated:

1. **Effort.** This refers to both quantity and quality of activity. There is the assumption that the specific activity is a valid means of reaching the objectives, *so it is measured regardless of output.*
2. **Effectiveness of Performance.** This is the measure of results of effort, rather than of effort itself. The key questions: Which program objectives have actually been attained? Is what occurred the result of project activities?
need to be results based, not just activity based
3. **Efficiency.** The evaluation of alternative methods of achieving objectives in terms of costs involved—money, time, personnel, and public convenience.
should always be a first step in planning
4. **Operation.** The focus is on detailed questions concerning why a program works or does not. A description of operation would include program attributes, recipients, and current or changing conditions.
was it the person? individual commitment?
5. **Adequacy of Performance.** This compares performance to the amount of need: How much of the entire problem has been solved as a result of the program or project? (*Effectiveness* measures impact on a population *actually served*; *adequacy* measures impact on a larger population of need.)
6. **Formative and Summative Evaluation.** Evaluation is a systematic procedure to match performance against goals and to adjust programs in midstream to achieve planned outcomes.
 - a *Formative evaluation* is often termed monitoring because the formative evaluator 'monitors' the progress of a program through time.
 - b The *summative evaluator* does the post grant evaluation work, beginning when the program has passed the developmental stage and is functioning as intended. — *set up to measure as we go along.*

BOARD RETREAT '94
(Comments about what to cover at the Retreat)

- . get to know each other better
- . need computer - use outside accounting firm now to do treasurer's report
- . second fundraiser?
- . how will Board help with raising \$
- . set priorities
 - 2 phases
 - don't do it if we don't have \$ resources
- . strategic planning
- . evaluation - how did we do last year
- . how to deal with controversial issues - taking positions
- . interaction with staff
 - office overwhelmed/who does what
- . how we take action
 - how do we bring membership along
 - consensus process - do members feel consulted
- . process for membership - how we process names when they come in office
- . coordination with 75th
- . more sharing with Board about committee activities
- . how do we get our ideas going?
- . evaluating things that didn't work and why (pilot project, for example)
- . overall priority of LWV
 - identify "the heart" of LWV
 - tension between products & resources
- . what is total Board responsibility for membership?
- . how do we bolster growing Leagues/bolster dying Leagues/start new ones
 - start new ones
- . money - how to train people to help raise \$
- . curriculum - good but doesn't bring in members
- . field service/membership - and how do we serve local Leagues
- . finances - how to manage new budget report so Board understands LWV finances
- . plan for next year's activities
- . leadership training training for Local Leagues - training for LL members
 - to be able to speak about LWV issues



THE LEAGUE
OF WOMEN VOTERS

MINNESOTA

550 RICE STREET ST. PAUL, MN 55103
PHONE (612) 224-5445

MEMO

TO: Board

FROM: Erickson

SUBJECT: Board minutes

DATE: March 18, 1994

I did a little research on Board minutes. The following information is from the Standard Code of Parliamentary Procedure. We can make the necessary changes in the March 14th minutes at the next Board meeting.

If the organization has a standing committee on minutes, this committee usually corrects the minutes and reports to the organization at regular intervals. On the certification of the minutes committee that the minutes are correct, the body may approve the minutes by general consent or by majority vote.

After the minutes have been entered in the minute book, no corrections except in spelling or punctuation may be made unless they have been approved by the assembly.

Some organizations send copies of minutes to members after each meeting in order that members may study them and be prepared to bring up any corrections at the next meeting.

Approval of Minutes

If there are no corrections—or after all corrections have been made—some member may move to approve the minutes as read, or as corrected, or the presiding officer may take a vote on their approval, or may state: "If there are no further corrections, the minutes are approved as corrected."

Before the assembly has approved the minutes, they are merely the secretary's record. When the minutes have been approved, and the secretary has certified them as the official approved minutes by writing the word "Approved" at the end of the minutes, entering the date, and signing them, they become the *official* minutes of the organization. Some organizations require that the president also sign, and some direct the president and the secretary to initial each page of the minutes.

What Minutes Should Contain

Minutes vary greatly according to the needs of different organizations. In general, minutes are a record of all actions and proceedings but not a record of discussion. The opening sentences must record the date, hour, and place at which the meeting was called to order, the type of meeting (regular, special, or continued), the name of the presiding officer, and the fact that a quorum was present. The minutes of a special meeting should also include a copy of the notice or call for the meeting.

The minutes record all motions or resolutions, whether passed or lost, with the name of the proposer, and the way in which each motion was disposed of. The exact wording of all motions should be recorded. It is not sufficient to state that a motion "was amended and finally adopted." When a vote is taken by division which is counted, or by ballot, the number voting on each side is recorded. The record of each member's vote on a roll call is entered in the minutes. No member can have views or protests on a motion recorded in the minutes unless a motion permitting such action is passed by majority vote.

Each report should be recorded with the name of the member presenting it, the action taken on the report, and reference to the file where the report may be found. An important report is sometimes summarized briefly in the minutes and the file reference given for the complete report. The statements of business transacted should be specific. A statement such as "letters were read" or "reports were given" is of no value. Each letter read should be identified or summarized briefly and the action on it, if any, recorded.

Minutes of committees are often kept by the chairman, but in large committees a secretary may be appointed. Committee minutes are generally brief, but in some cases they may be more detailed than those of meetings of the organization because they often serve as the basis for the committee's report. Minutes of committee hearings frequently list persons who speak for or against proposals and often summarize the facts presented by each speaker.

What Minutes Should Not Contain

The secretary's personal opinions, interpretations, or comments should not be included in the minutes. Descriptive or judgmental phrases, such as "an able report" or "a heated discussion," have no place in a factual record of business.

Adverse criticism of members should never be included except in the form of a motion censoring or reprimanding a member. Praise of members should appear only in the form of officially adopted votes of thanks, gratitude, or commendation.

The Backlash Begins

The civic and education potential of the Information Highway is beginning to sink in, despite the emphasis the mainstream media places on the traditional fare of movies, sports, and shopping. While this potential is exciting to some, it's alarming to others. Two recent articles, with contrasting approaches, highlight the conflict ahead.

In the Wall Street Journal, Alan Murray stigmatizes the info highway as an "entitlement" program, a new boondoggle for the middle class and well off. Arguing that today's universal service telephone regulations are as antiquated as the subsidy for mohair, Murray echoes the long-standing complaints of free-market economists that such subsidies are "inefficient" — ignoring the inconvenient fact that these subsidies are an important part of the reason why Americans enjoy the world's most widespread and economical phone system.

Murray scorns the potential value of the Info Highway and the significance of equal access to that technology. "What is being guaranteed? The inalienable right to shop from home by video? Or to watch interactive Court TV and cast a personal verdict in the Menendez trial?"

More scorn is offered by Chicago humorist Mike Royko, who usually portrays himself as just another Chicago saloon visitor. But his take on the Info highway is identical to the Journal's — that only rich people with computers will use it, that its main feature is a sexual outlet for people with more computer skills than people skills, and that large media and telecommunications companies should both build the highway and manage the traffic.

Before buying that argument, I suggest a small experiment. Go to a public library in a middle class neighborhood on a school night. Look around at the variety of people there. Watch the reference librarians at work. Ask if they have all the resources they need to do their job properly. Ask if the library's budget has gone up or down in the last year. Ask about the number of hours the building is open, the size of the staff.

Then go home and look at the television listings. Take an hour of prime time on that same school night. Look at the offerings presented there and flip through the channels. Pay special attention to the programs presented by the large commercial networks.

Are the companies that brought us those TV programs really the ones who should decide what goes onto the Info Highway, the public library of the future? More importantly, are they the ones who should decide what gets left out?

Israeli TV during missile attacks, differences among TV news in many different countries, CNN's coverage of the war, and C-SPAN's coverage of the Gulf War debate in Congress. Editor notes that communication changed events by reporting them. Both military and journalistic analysis of this war should begin with the premise that everything communicated was changed as a result. Study of the war shows that technology, markets, and policy are interdependent. CNN's savvy logistical decision to establish its phone line between Baghdad and Jordan, not Saudi Arabia or other Western ally was more important than high technology (phone lines to Saudi Arabia were cut as soon as fighting started). Communications infrastructures must have markets, means of support, and have always

been subject to public policy. Both the military and the media will need to be ready for future wars that will be conducted and covered with new communications technology.

Calendar

**The Fourth Conference on Computers,
Freedom and Privacy**

March 23-26

Chicago Palmer House

Call (914) 245-2734 or

email mcmullen@mindvox.phantom.com

BOARD MEMO



THE LEAGUE
OF WOMEN VOTERS
MINNESOTA

550 Rice Street
Saint Paul, Minnesota 55103
Phone 612-224-5445
Fax 612-292-9417

MARCH, 1994

Calendar

March Minnesota Women's History Month

1919

18 - Planned Giving Meeting, 10 a.m., MWB

21 - Board Memo mailed - Note: There will be no separate President's
Mailing this month

A VOICE

24 - CMAL Quarterly Meeting

FOR CITIZENS,

27-28 - Passover

A FORCE

31 - CMAL Board Meeting, MWB

FOR CHANGE

- LWVMN,-EF Fiscal year ends

1994

April 3 - Easter Sunday

5 - Action Committee Meeting, 9:30 a.m., MWB

11 - Executive Committee Meeting (if necessary)

19 - LWVMN Conference and Council:

"The U.S. and the U.N.: What Kind of Future?", 8:30 a.m. - 3 p.m. at
Hubert H. Humphrey Institute of Public Affairs

LWVMN Council, workshops, Hope Washburn & Peggy Thompson Awards,
3p.m. - 8:15 p.m.

20 - Field Service/Membership Committee Meeting, 10 a.m., MWB

28 - CMAL Board Meeting, MWB

29-30 & May 1 - Final Conference for Mental Health Leadership Training
Project

30 - LWVMN Pilot Project Leagues meeting, 11 a.m. - 3 p.m., MWB

ENCLOSURES

Enclosed with this mailing are:

- Letter re subscription opportunity for the Journal of Law & Politics;
subscribe and support LWVMN!
- An order form for League of Women Voters buttons/Kargas
- An order form for 75th Anniversary Mugs - special, one-time introductory
offer!/Burkhalter

BOUQUETS TO

- * Darleen Roach-Bastian, LWV-Edina, Fundraiser chair and her committee: Anne
Byrne, LWV-MEPH; Sandy Eliason, LWV-St. Cloud; Paulette Hastings, LWV-Edina;
Jenny Martin, LWV-Wayzata/Plymouth; Jan Nelson, LWV-Edina; Jennie Roth,
LWV-MEPH; Maureen Sandgren, LWV-MEPH; Pat Vagnoni, LWV-Edina; for a terrific
evening of line dancing and raising money for the Education Fund;
- * LWV-Northfield for receiving a LWVUS grant to conduct a public meeting on
nuclear waste storage;
- * LWV-Edina for a well-attended meeting on violence issues;
- * LWVs-Mpls, Northfield and Rochester for receiving a LWVUS grant to introduce
women from Hungary to democracy U.S. style in these three communities.

- * Beverly McKinnell, LWV-St. Paul, for being nominated as 1st Vice President of the League of Women Voters of the United States;
- * Ruby Hunt, LWV-St. Paul for the "Women's History Month Profile" in the 3/10/94 St. Paul Pioneer Press commending her years of service on the Ramsey County Board and St. Paul City Council.

BOARD HAPPENINGS

At its March 14th meeting, your state Board:

- approved Kay Erickson, Susan Simmonds and Kathleen Pohlig as delegates to LWVUS Convention;
- approved a revised budget;
- voted to use Board restricted funds to pay Pilot Project and MN MAL PMPs as a contingency measure;
- approved a fundraising project to offer discounted subscriptions to Law and Politics magazine to members;
- learned about Field Service/Membership committee plans to meet with the Pilot Project Leagues, and to conduct a membership phonathon;
- heard about plans for Council and the U.N. Conference.

PRESIDENT (Erickson - 612/934-2991)

Accolades to the Action Committee: The Legislature is in full swing and so are our LWVMN lobbyists. Twenty-five lobbyists are working on your behalf at the Legislature on a number of issues, including: Childrens issues, Sarah Beutelschies, Polly Keppel; Mental Health, Pat Bugenstein (Interns: Jeff Bugenstein, Debbie Renslow, Rebecca Dentz); CMAL, Lorraine Fischer; Health Care, Gretchen Flynn (Intern, Lois O'Neil); Education, Janet Gendler; Violence Prevention, Kathy Graves, Paula Pursley; Firearms, Lynn Westphal, Mary Lewis Grow (Intern, Marti Harris); Term Limits, Ethics, Campaign Finance Reform, Jane McWilliams, Celeste Levie, Martha Grierson (Interns, Marti Harris, Jane Anderson); Prairie Island, Andy Otness (Intern, Marti Harris); Housing, Ann Velasco. They are capably led by Susan Simmonds, Action Director.

The Fundraiser was fantastic! A large crowd turned out for bootstomping fun at the Sheraton Park Place. A special thank you to Darlene Roach-Bastian, LWV-Edina, and her committee for a terrific fundraiser. Cowboy hats, bandannas and boots were popular attire and the energetic lined up for line dancing. Lively bidding on auction items made it an all-round success. A special thank you to the local Leagues that donated parties and rounded up those one-of-a-kind items that make the fundraiser such a special event.

LWVUS Convention Briefing: Delegates training will be combined with a President's workshop at Council on April 19th. If you have your convention workbook by then, bring it along. LWVMN will serve as a clearinghouse for those who want roommates. Call the state office to let us know you are looking for a roommate. You will also have an opportunity at the workshop to connect with others who need a roommate.

If your League is not sending a full delegation, please let us know so if another League has more members interested in attending, one of their members could represent your League .

LWVMN BOARD MEMO, March, 1994 (page 3)

Here is a list of proposals from other state and local Leagues. Call if you would like more information.

1. LWV-Marin County

Proposal to make available business/corporate/organizations memberships. Dues could be a flat fee or a charge based on the number of employees. Dues and voting rights should be discussed.

2. LWV-San Mateo County

Proposing a national study of immigration. This would be of interest to people who are affected by immigration policy. Thirty-four states have seen an increase in the number of foreign born immigrants during the past decade.

3. LWV-Chicago

Proposing a study of the Federal Budget and Economic Growth. With this study, the League could take a comprehensive approach to the issue related to rebuilding the U.S. economy with a focus on education, shifting funds from military spending, restoring progressivity and fairness to the tax structure.

4. LWV-Illinois

Proposal for "Children at Risk" as an issue for emphasis. Lost by 10 votes at 1992 Convention. Could include a concurrence on child abuse for adoption by delegates.

5. LWV-Monterey Peninsula

Proposal for "Federal Deficit and Economic Adjustment" as an Issue for Emphasis. Could address establishing priorities for federal spending, cuts in budget to reduce the deficit.

Law and Politics Fundraising Opportunity: We have an opportunity to offer our members a discount on Law and Politics Magazine and raise money for the League. Members will receive a sample copy of this slightly irreverent journal along with a letter from the League explaining that they can receive the magazine at the discounted rate of \$21.75 (regularly \$29). LWVMN will receive \$15 for each subscription. (See enclosed letter.)

FIELD SERVICE
(Satorius - 612/822-7534)

LWVMN Council '94: April 19th at the Humphrey Institute. You received registration materials and workshop information in last month's mailing. We hope each local League will send a full delegation. See you there!

Annual Meeting: Plans should be pretty much in place by this time. This seems to be one of the meetings that Leagues enjoy the most, and it's interesting to read about the plans various Leagues have made for the occasion. Check your bylaws to determine when members should be notified about budget, bylaws, program and slate (most require notification of members one month prior to the Annual Meeting).

Local League Newsletter Briefs: LWV-Austin earned \$254 from their annual October Craft Fair. Congratulations!

LWV-Edina sponsored their Second Annual Family Field Trip to City Hall on Saturday, February 22nd. This event is planned with total family participation in mind. The tour guides are city officials, and they walk you through the

different departments and describe their functions. The last stop on the tour is the jail -- and children can even experience the inside of a squad car. The tours end with refreshments and informal discussions with city officials in the City Council chambers. There are tables and booths containing information on other community services. What a fun day! Perhaps other Leagues can try this creative idea.

The LWV-Edina organized a public meeting on Violence Prevention programs in their community that focused on doable activities. They brought together students, community members and professionals.

Keynoter Nancy Biele, Violence Prevention Planner for the Office of Drug Policy and Violence Prevention, Minnesota Department of Public Safety, facilitated the discussion panel which included Ken Kane, D.A.R.E. police liaison officer to Edina schools, S.A.F.E. (Schools Against a Fearful Environment) teacher/parent Carolyn Meyers, student activists Kee Fredkove (Jr. High) and Betsy Johnson (Sr. High) and Community Leader Helen Rowland who gave the LWV-Edina's findings on their recent study of violence in the schools. "Some of our goals were reached -- the best one being the student input, which was quite an eye opener for the adults! Because of this, Yoshi Day will be expanded in the follow-up this spring," said Lynn Westphal, one of the organizers of Yoshi Day.

M E M B E R S H I P
(Sheps - 507/289-2673)
(Dougher - 507/252-1561)

All the January 1, 1994 membership numbers are now in. We congratulate the following Leagues who have increased their membership: Cass Lake/Walker Area; Minnetonka/Eden Prairie/ Hopkins; Northern Dakota County Area; St. Louis Park; Wayzata/Plymouth Area; White Bear Lake/North Oaks; Woodbury/Cottage Grove; Edina; Jackson Area; New Ulm; Northfield; Richfield; Roseville/Maplewood/Falcon Heights. In addition eight Leagues maintained their membership at the same level as last year.

We've heard from Eydie Kargas of Wayzata/Plymouth Area, that their steady increase in membership over the past four years, largely can be attributed to their addressing local concerns which then attracted new and interested members. At their planning meetings, members identify local issues which they may be able to address. Then at their Annual Meeting, they choose from those issues. Paula Pursley, their membership chair, follows through with personal contact to new people. Can this example be adapted to your League? Please call one of us if you'd like to brainstorm.

We'll be calling the Leagues above to gather ideas from their success. You'll read further "how to succeed" stories in coming months.

C I T I Z E N I N F O R M A T I O N
(Kargas - 612/473-8610)

Set aside April 19th for a great League day! The U.N. Conference is a major event dealing with the future of the U.N. There will be ten speakers, many of whom have traveled from New York and Washington, D.C. for this conference. Hearing any one of these speakers is reason enough to come, but the group we have gathered will make this a not-to-be-missed event.

"LWVMN BOARD MEMO, March, 1994 (page 5)

Social hour for Council begins after the adjournment of the U.N. Conference at 3 p.m. Delegates and League members will be able to participate in one of four workshops: Presidents/Delegate Training; Action; 75th Anniversary; and Financing State Government.

Following the workshop is Council, and then dinner with the Hope Washburn and Peggy Thompson Award presentations. The after dinner speaker will be Margery Cohen, the LWVUS Observer to the U.N.

Sign up for each event separately. You may attend either event or both. In March every member received a brochure for the U.N. Conference. The sign-up sheet for Council was in the February Board Memo. Please come, you won't regret it.

FYI: Enclosed is an order form for 75th Anniversary mugs at a one-time introductory price of \$9.95, available for pick-up at Council or the LWVMN office.

FLASH!

TERM LIMITS
(McWilliams - 507/645-8423)

On March 22nd the Senate Ethics and Campaign Reform Committee voted to place term limits on the 1994 ballot, and it failed - 5 for to 7 against. We will now turn our attention to the House where the task force will soon make its report.

done - thank you for keeping at the Retreat.

BOARD RETREAT '94 - FYI
(Comments about what to cover at the Retreat)

- . get to know each other better
- . need computer - use outside accounting firm now to do treasurer's report
- . second fundraiser?
- . how will Board help with raising \$
- . set priorities
 - 2 phases
 - don't do it if we don't have \$ resources
- . strategic planning
- . evaluation - how did we do last year
- . how to deal with controversial issues - taking positions
- . interaction with staff
 - office overwhelmed/who does what
- . how we take action
 - how do we bring membership along
 - consensus process - do members feel consulted
- . process for membership - how we process names when they come in office
- . coordination with 75th
- . more sharing with Board about committee activities
- . how do we get our ideas going?
- . evaluating things that didn't work and why (pilot project, for example)
- . overall priority of LWV
 - identify "the heart" of LWV
 - tension between products & resources
- . what is total Board responsibility for membership?
- . how do we bolster growing Leagues/bolster dying Leagues/start new ones
 - start new ones
- . money - how to train people to help raise \$
- . curriculum - good but doesn't bring in members
- . field service/membership - and how do we serve local Leagues
- . finances - how to manage new budget report so Board understands LWV
 - finances
- . plan for next year's activities
- . leadership training training for Local Leagues - training for LL members
 - to be able to speak about LWV issues



DATE: 5/12/94
TO: A. Borgen, S. Simmonds, B. Flanigan, J. Covey, E. Kargas, S. Patterson
FROM: Sarah, PR Coordinator and Jean, Development Director
RE: Annual Report

Jean and I are in the process of collecting our information for the Education Fund's annual report. Your areas of expertise will be profiled in this report.

We would appreciate your taking a few minutes to write a brief history of the work accomplished under your area in 1993-1994. Please include any local League activities, grants or other items which added to the outcome of the project. Don't worry, we aren't asking that you write what will be in the final report. We simply want to make certain we have all the correct and updated information on your projects .

Jean and I need the information by Friday, May 27. I realize some of you have vacations and family matters to attend to which may not allow you time to return the info by 5/27. Please call Sarah (224-5445 or 687-0948) to discuss what alternate arrangements can be made.

Thanks for your help! Please feel free to call if you have any questions.

Evaluation

Programs are designed to produce specific *results* or *outcomes*. Evaluation research helps determine degrees of success or failure. Both input and outcome can be evaluated. *Evaluation is as much a guide for the future as it is a review of past performance.* Areas which might be evaluated:

Activity 1. **Effort.** This refers to both quantity and quality of activity. There is the assumption that the specific activity is a valid means of reaching the objectives, *so it is measured regardless of output.*

Results 2. **Effectiveness of Performance.** This is the measure of results of effort, rather than of effort itself. The key questions: Which program objectives have actually been attained? Is what occurred the result of project activities?

3. **Efficiency.** The evaluation of alternative methods of achieving objectives in terms of costs involved—money, time, personnel, and public convenience.

process or person 4. **Operation.** The focus is on detailed questions concerning why a program works or does not. A description of operation would include program attributes, recipients, and current or changing conditions.

How big is problem or what part are you targeting? 5. **Adequacy of Performance.** This compares performance to the amount of need: How much of the entire problem has been solved as a result of the program or project? (*Effectiveness* measures impact on a population *actually served*; *adequacy* measures impact on a larger population of need.)

6. **Formative and Summative Evaluation.** Evaluation is a systematic procedure to match performance against goals and to adjust programs in midstream to achieve planned outcomes.

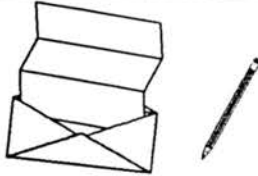
End a **Formative evaluation** is often termed monitoring because the formative evaluator 'monitors' the progress of a program through time.

as you go b The **summative evaluator** does the post grant evaluation work, beginning when the program has passed the developmental stage and is functioning as intended.



BOARD MEMO

65 South Fourth St. • Columbus, Ohio 43215 • 614-469-1505



President's Letter

Bd retreat file

August 1993

TO: Local League Presidents

FROM: Marilyn R. Shearer, LWVO President

LWVO Board Retreat

One full day of the July State Board meeting was devoted to examining where LWVO has been, what it has done, what outside influences impact on its activities, what board members envision the state League to be now and in the future, the validity of its mission, and development of goals that reflect that vision and mission.

The session began with a review of what had been accomplished in the past two years: the senatorial debate, establishment of the Voters Voice 800 number, renewed credibility statewide, the increased commitment of Board members to local Leagues, initiation of lobby luncheons, revised and expanded LWVO Policies & Procedures including more professional personnel policies for the staff, improved communication including the re-establishment of the *Ohio Voter*, release of the 7th edition of *KYOG*, commitment to membership through the Membership Outreach Project, successful advocacy efforts in many areas, the upgrade of office computers, surviving staff turnover, and LWVO leadership when working with other groups.

Under the very able leadership of Kitty Burcsu, executive director of the Columbus Volunteer Action Center (CALLVAC) and member of LWV Metro Columbus, board members looked into the future to see in what ways the LWVO could continue to carry out its mission in the next biennium. By late afternoon the board members had established these goals for 1993-1995:

1. Commit resources to membership development.
2. Increase the funding base for LWVO and LWVOEF; secure new funding for additional staff/program.
3. Develop leadership to ensure the League's future.
4. Expand LWVO's influence in government.

In the next several months the board's standing committees will define plans for their respective areas which will move LWVO toward the realization of these goals.

Nonpartisan Political Policy

While not every local League will have the time to go through a similar session, it is always helpful to lean back and take a long look at how each League is implementing the mission to "encourage the active and informed participation of citizens in government and influence public policy through education and advocacy." There are so many "good causes" that it is sometimes difficult to focus on what our true mission is.

One of the items which should be on every local League agenda early on in the year, however, is the review of the nonpartisan political policy. Every board member, officers and directors alike, should be fully aware of the stipulations about involvement in partisan politics in their communities. The LWVO Board has reviewed its nonpartisan policy at its recent meeting and a copy of that policy is enclosed for your information. Other samples of nonpartisan political policies are included in *In League In Ohio*, should you wish to revise your policy statement.

League Tools

A number of other helpful League tools are included in this mailing: the Local League checklist, the Local League calendar for the year, PMP/membership calculations and PMP tearoff response forms for fiscal year 1993-94, and a review of the Basis of Organization for local Leagues.

Labels for exchanging VOTERS with other local Leagues are also enclosed, along with a reminder about sending minutes and VOTERS to the LWVO Office and to your liaison, whose name is listed on the revised Liaison List in this packet. Yes, those VOTERS and minutes are read and they form a vital link in our communication chain. Please pass this important information on to the Board Secretary and your VOTER editor.

Enhancement of the liaison system is a priority of the Local League Development Committee. Please do not hesitate to call your liaison about policies and procedures, good news, or bad news.

Taking Action

The topic of several workshops last year, the sometimes confusing area of when to take action based on which position and where to act is clarified for us in the great tool, *Taking Action*, prepared by the Advocacy Committee with the able assistance of Beth Taggart, staff Legislative Coordinator. If there is any one particular area that is difficult, it is that of trying to decide if the issue is one of local concern which can be dealt with in the community, or if it is an issue with statewide or national implications. And, depending on that, what should we do?

Now all those questions are answered for us. Just let your responses to the questions in this clear and easily understood booklet lead you to the right answer. Being clear about the correct arena for action enables the League to speak clearly and definitively in a single voice, lending that important quality of credibility to League action no matter what government level may be involved.

Let us know how you are using this new tool and keep in mind that additional copies are available from the State Office.

Women's Equality Day

August 26th marks the observance of Women's Equality Day and the 73rd anniversary of the passage of the 19th amendment, which gave women the right to vote. Enclosed is a listing of activities scheduled for the observance in Columbus and many of the local Leagues will be taking time to mark the occasion in some appropriate way. For example, LWV of Lima is holding a Woman's Suffrage Brunch with speaker, Frances Cerra Whittelsey, whose subject will be "Women in the Marketplace."

State Ballot Issue

The Ohio Ballot Board has adopted ballot language for State Issue 1, which would authorize the state to borrow \$200 million to improve state and local parks and recreation areas. This proposed amendment to the Ohio Constitution, submitted by the General Assembly, will be the only statewide issue on the November 2 ballot.

The State Board will determine at its meeting in mid-September whether or not to support this ballot issue and will notify local Leagues as quickly as possible following that determination.

League of Women Voters of Minnesota, 550 Rice Street, St. Paul, MN 55103

TO: LWVMN Board
FROM: Kay Erickson, President
RE: Board Retreat
DATE: May 4, 1994

BOARD RETREAT NOTICE

Wednesday, Thursday
May 18 and 19, 1994
3 p.m. - 3 p.m.
Mount Olivet Retreat Center

I'm looking forward to seeing you at this year's Board Retreat. Registration is at 3 p.m. on Wednesday. Three breaks, dinner on May 18, breakfast and lunch on May 19 will be provided as well as overnight accommodations in double-occupancy rooms with private bath and air-conditioning. Dress is very casual (shorts, slacks, skirts). There's a nice walking path and a pool for those who are interested in a little exercise.

RSVP to Sally Sawyer by May 13. (We need to be able to give exact numbers to the Retreat Center in advance so that we will be billed only for those actually attending.)

LWVMN will pay for the retreat.

Enclosed is a map and directions, an agenda will be sent next week.

(The Field Service/Membership team is planning to meet at 1:30 p.m. on Wednesday.)

☐ Yes, I will attend

☐ No, I cannot attend

Name: _____

Please return this form or call the office no later than Friday, May 13th.

REQUEST FOR TIME ON STATE BOARD AGENDA

The next LWVMN Board meeting will be:

Date: May 18 & 19, Wednesday & Thursday

Time: 3:00 PM to 3:00 PM.

Place: Mount Olivet Retreat Center

The Board meeting agenda is organized into three sections: Action, Discussion and Information.

Action: Includes all decisions needing Board approval.

Discussion: Includes those items which the Board needs to discuss, or on which you would like feedback from the Board.

Information: Includes those on which no Board decisions or discussion per se are anticipated and Board members need only to be informed.

When placing Action items on the agenda, state the motion exactly as you, or your committee, plan its proposal. In the background information, include all pertinent information needed for decision-making (statement of problem, pros, cons, alternatives, summary, suggested solutions).

Items for Discussion should include relevant information and indication of why Board discussion is requested at this time.

Return this form to the LWVMN office by Tuesday May 10th for inclusion in the Board Agenda Packet. Items submitted after the deadline may be added to the agenda at the Board meeting during REVISION OF THE AGENDA.

Please include the following action, discussion or information (circle) material in the agenda. (Use additional pages if necessary.)

MOTION (ACTION only):

Background Information:

Time requested on agenda:

Name: _____

FROM NORTHWEST

Minneapolis

Follow I-35 south to Cty Rd 70 (Exit 81). Turn left on 70 and go 4 miles to Cedar Ave. Turn right, go $3\frac{1}{2}$ miles to 250th St. W. Turn right for a mile to Highview Ave., turn left for .7 miles to 257th St. and turn left again for a $\frac{1}{2}$ mile to the Retreat Center.

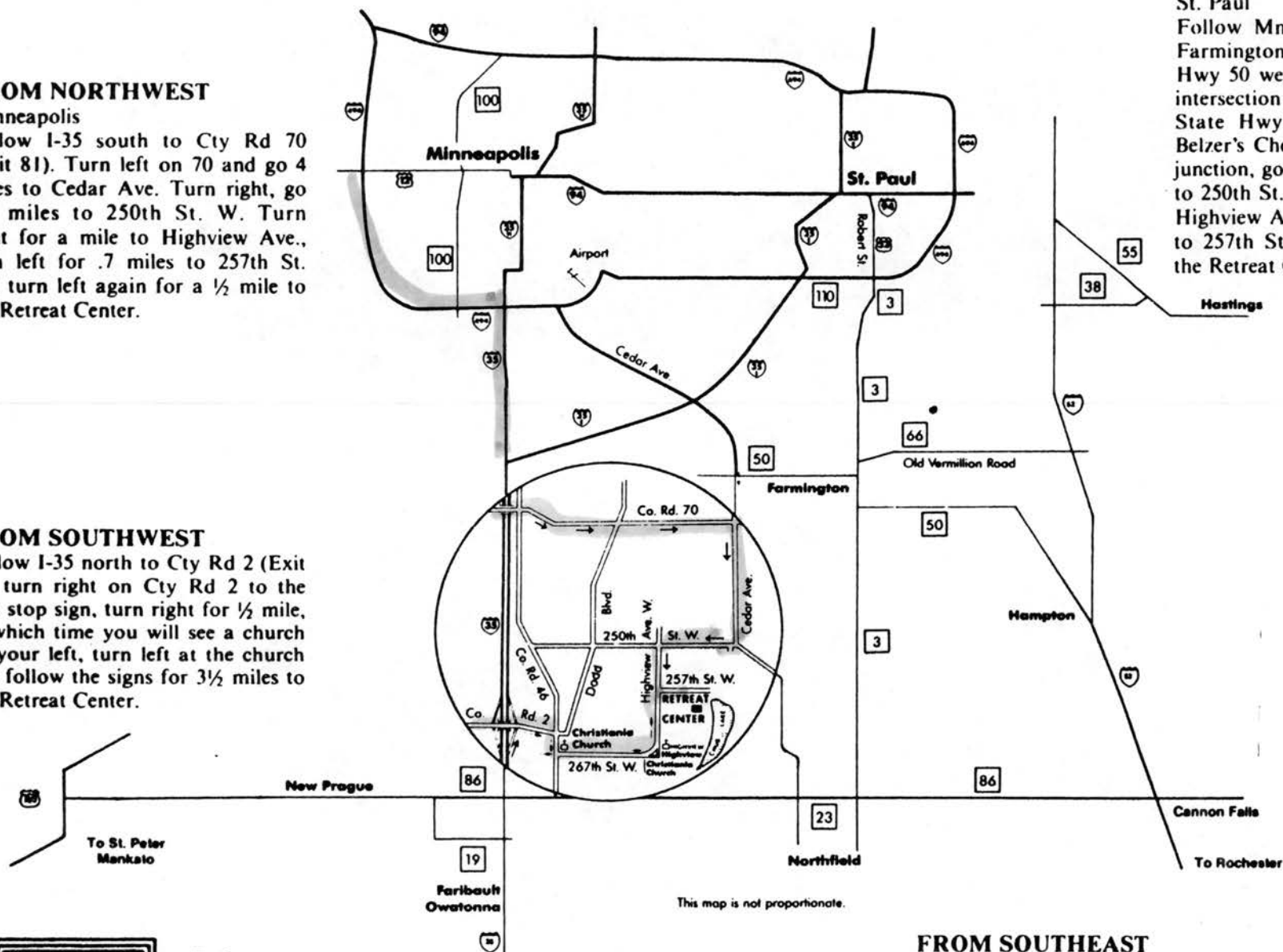
FROM SOUTHWEST

Follow I-35 north to Cty Rd 2 (Exit 76) turn right on Cty Rd 2 to the first stop sign, turn right for $\frac{1}{2}$ mile, at which time you will see a church on your left, turn left at the church and follow the signs for $3\frac{1}{2}$ miles to the Retreat Center.

FROM NORTHEAST

St. Paul

Follow Mn State Hwy 3 south to Farmington, turn right on Mn State Hwy 50 west to Cedar Ave. At the intersection of Cedar Ave. and Mn State Hwy 50 you will note Jeff Belzer's Chevrolet. Turn left at that junction, go approximately $3\frac{1}{2}$ miles to 250th St., turn right for a mile to Highview Ave., turn left for .7 miles to 257th St. and turn left again to the Retreat Center.



Mount
Olivet
Retreat
Center

7984 - 257th Street West, Farmington, MN 55024 (612)469-2175

FROM SOUTHEAST

Follow Cedar Ave. north of Northfield to 250th St., turn left for one mile then turn left for .7 miles and then turn left once again for $\frac{1}{2}$ mile to the Retreat Center.

Schedule for Board Retreat
May 18-19, 1994
Mt. Olivet Retreat Center

Wednesday, May 18, 1994

- 1:30 Field Service/Membership Meeting
- 3:00 Check in
- 3:15 Welcome, social time
- 3:30 Expectations: What do you want to accomplish at the Retreat?
- 3:45 Board Reports: Where we've been
(Brief report from everyone: How did your year go? Successes, Frustrations)
- 5:30 Dinner
- 6:45 Strategic Plan Discussion
A. Mission - What is the job of the state League/Board - Are we doing what we're supposed to be doing?

B. Strategic Plan - Did we carry it out? Why? Why not?

C. How should we plan for the future? (Evaluation/membership, finance?)
- 9:00 Social hour

Thursday, May 19, 1994

- 8:30 Breakfast
- 9:30 How should we plan for the future? (continued)
Setting priorities - When there is a choice between projects and resources, how do we decide?
- 12:00 Lunch
- 1:00 Board Responsibility:
Responsibilities of Board members, staff/questions, suggestions, comments
- Board Meetings
- 3:00 Adjourn

LOCAL LEAGUE LIST

January 1,

	1989	1990	1991	1992	1993	1994
Alexandria	43	38	45	35	32	28
*Anoka/Blaine/Coon Rapids	43	36	41	30	36	30
Arden Hills/Shoreview	35	32	26	27	28	27
Austin	36	37	48	35	33	27
Bemidji Area	44	49	46	40	29	37
*Bloomington	44	32	24	25	29	26
Brooklyn Center	11	10	9	9	9	8
Brooklyn Park/Osseo/Maple Grove	18	18	22	21	19	16
Buffalo/Monticello Area	5	6	5	7	7	11
Cannon Falls	18	21	26	29	22	18
Cass Lake/Walker Area	23	27	19	14	14	15
Crystal/New Hope	32	31	33	32	30	25
Detroit Lakes	23	27	25	29	27	24
† Duluth	98	119	102	93	106	87
Eastern Carver County	81	73	61	77	82	71
Edina	138	147	148	140	151	165
Elk River Area State Unit			19	16		
*Freeborn County	35	30	30	26	25	25
Fridley	22	21	22	24	21	21
*Golden Valley	58	57	59	60	52	38
Grand Rapids Area	15	15	7	5	5	6
Hibbing	17	17	16	16	15	15
Jackson Area	16	19	18	14	14	15
Mahtomedi Area	42	35	29	19	22	22
Mankato Area	34	37	25	27	27	20
Marshall	23	26	25	15	15	
Minneapolis	414	374	376	358	411	376
Minnetonka/Eden Prairie/Hopkins	62	59	66	60	55	63
† Moorhead Area	25	24	26	30	26	24
New Brighton	29	27	24	29	30	28
*New Ulm	32	26	34	34	33	34
Northern Dakota County Area	45	37	32	34	32	34
Northfield	53	67	69	73	82	93
*Owatonna	32	26	26	24	20	19

	1989	1990	1991	1992	1993	1994
Red Wing	43	42	42	43	39	31
Richfield	42	46	44	43	50	52
Robbinsdale	22	24	23	21	22	22
Rochester	115	111	100	104	103	103
Rock County	13	11	12	11		
Roseville	79	74	75	70	70	71
St. Anthony	13	13	11	11	10	9
St. Cloud Area	64	58	61	64	67	66
*St. Croix Valley	38	43	43	42	42	37
St. Louis Park	42	49	36	43	41	42
St. Paul	172	143	174	173	156	129
St. Peter	12	9	11	11	12	12
*Scott County	38	37	33	23	22	12
South Tonka	38	35	32	34	27	25
Wayzata/Plymouth Area	37	27	33	35	39	45
Westonka	23	23	16	16	14	13
White Bear Lake/North Oaks	62	63	60	45	43	53
Wilkin County	11	10	8	10	7	9
*Willmar	39	36	34	32	40	36
Winona State Unit	27	28	20	25		
Woodbury/Cottage Grove	35	33	35	27	24	26
EMALS			125	153	253	184
	2611	2515	2566	2502	2635	2425