

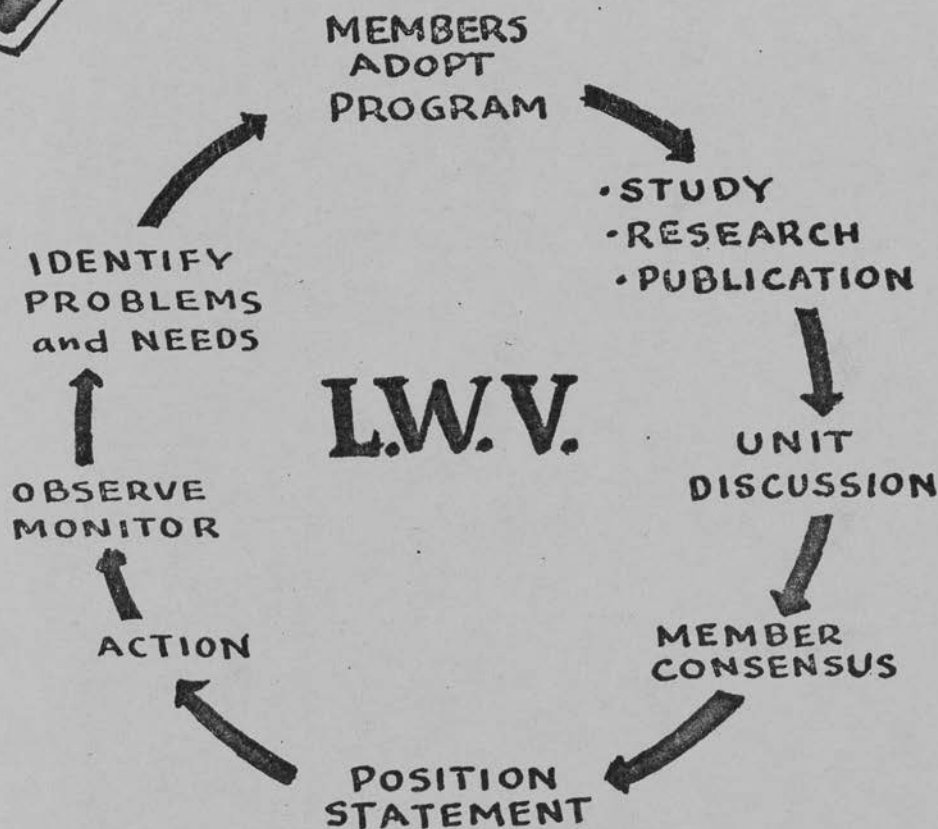


League of Women Voters of Minnesota Records

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League-Less



*A GUIDE to the
League of Women Voters*

All you wanted to know about League

This book offers you
a quick look at League:

HOW IT WORKS

COMMONLY ASKED QUESTIONS

LEAGUE-L-ESE GLOSSARY

We hope it helps you sort
through the many facets of League.

Adapted from a publication
of the LWV of St. Paul.

What is League?

The League of Women Voters is a volunteer, grassroots, nonpartisan, multiple issue organization dedicated to promoting informed and active participation in the political process.

How does it work?

The basic component of the League is the UNIT, a small group of people meeting regularly in a convenient place to exchange opinions, to learn in a friendly way, and to participate in League PROGRAM through study, discussion, and action.

What in the World is League PROGRAM?

PROGRAM consists of specific issues chosen by members for study and support. Members in each UNIT suggest areas for study. Then members of the local League, or their delegates at conventions, decide which items to adopt for current study at each level of League.

Once an issue has been chosen, a Resource Committee researches the topic and helps the members become informed enough to make decisions at the UNIT level.

How do Members Become Informed?

The Resource Committee is a group of interested League members who research a PROGRAM item. All of their information is presented to the members at the UNIT meeting where it is absorbed and discussed.

A position of support is often formed based on all members' input during the UNIT meetings. (See how you will miss out if you aren't at the UNIT meeting?)

What is CONSENSUS?

It is a process which aims at arriving at some agreement through group discussion. CONSENSUS is not a simple majority, nor is it unanimity, but refers to the overall sense of the group.

With each UNIT doing this, it is possible to find out what members think on the whole, but the minority opinion will also surface. If the whole state is studying the topic, then it becomes a state CONSENSUS, and (you guessed it) a national CONSENSUS if it is a national topic. From this comes the statement of what the League supports or opposes - the POSITION.

What happens to a League POSITION?

Coming to a CONSENSUS and forming a statement of support is just the beginning of League ACTION. (We do more than just discuss.) One of the League's purposes is to ACT on those governmental issues which have member agreement. Informal ACTION to support our position begins with every member spreading interest and information to family, friends, neighbors and other community organizations.

Another way we take ACTION is by supporting legislation which furthers League PROGRAM in the city council, county commission, state legislature, or congress. We do this by writing letters, as individuals, to our elected officials. A League president or Board member may speak for the League as a whole by writing letters, testifying, or lobbying in the hope of seeing League positions implemented in the legislation. The League is relatively new at taking ACTION by litigation or going to court in the public interest, but the League has always formed coalitions with other organizations to bring about change.

But why do officials listen to the League?

The League has clout because League members are known to do their homework. League publications, based on well researched studies, are known to give the pertinent background and pros and cons necessary for informed decision-making. And Leaguers continue to do their homework. All League members are encouraged to become OBSERVERS at meetings of government bodies, to monitor their activities, and to update the rest of us.

What does all this have to do with Voters?

The League began in 1920 in order to help the new women voters (19th Amendment) exercise their new right in an informed way. Today the League continues to help all voters register, learn about the candidates, and vote.

Through news articles, information booths, written candidates guides, and public candidates forums or debates, we carry on League tradition. To assure our objectivity at election time, we try hard to separate this service from our lobbying and Action efforts.

In addition, League meetings, publications, films, and individuals in an informal Speakers Bureau pass on to other groups and the public the wealth of information on issues that the League produces. Helping the entire community become informed and active citizens is the goal of League.

In Summary

What began innocently enough one day when you thought you'd drop over to your neighbor's for free coffee suddenly has turned into a world of UNITS which use committees to provide information so that you are able to reach CONSENSUS to activate more PROGRAM which is acted upon and updated and You are a part of and participating in democracy through the League of Women Voters and doesn't it feel GREAT? (But read on!)

COMMONLY ASKED QUESTIONS

Who is eligible?

EVERYONE is eligible to attend meetings, contribute financially, use publications and become informed. VOTING MEMBERS must be citizens, 18 or over, who have paid their dues. Members belong to all three levels of League, local, state, and national.

What happens to my dues?

Dues are collected annually. The amount is decided at the Annual Meeting when the budget is adopted. Dues and other fund raising support the other levels of League through Per Member Payments (PMP) and finance publications and meetings which keep our members and the public informed.

What do I have to do for the League?

Participation in the League ranges from those who only pay their dues to those who live and breathe the League. Each member has to decide how much time to give. Try to:

Attend Unit meetings. Read the background materials. Join the discussion. Express your views. Your opinion counts.

Call or write your elected officials as an individual, using the facts you learned through the League to reinforce your views.

What if I can't be active?

Some members can't be very active. The League provides plenty of opportunities for short term commitments. Volunteer for a job that fits your time and capabilities. And if you can't, just be a member. You'll learn and grow, regardless.

What will the League do for me?

It depends on you. The League has been a training ground for many members who have run for political office or gone into other volunteer work or public service jobs. The League offers you dozens of ways to express your ideas, interests, talents. Opportunities to learn and serve include researching and writing, monitoring or lobbying government bodies, interviewing candidates and leaders, and leading discussions. The League is a tool to be used by members to further their opportunities and causes. Make the League work for you.

How do I join a Unit?

Everyone is very welcome to attend any Unit meeting. Members usually choose a Unit that meets at a convenient time and place. If you can't be at your regular Unit, please feel free to attend any other so that you won't miss out. Check your bulletin.

How do I join a committee?

All members are more than welcome to join any committee, anytime. Chairpersons are always looking for interested people. Call the chairperson.

What if I don't agree with a League position?

If you disagree with a League position, you are perfectly free to act in opposition, provided you do so as an individual and do not identify yourself as a League member. The League is a multiple issue organization. Although you may not agree with a particular stand, you may well agree with many others.

LEAGUE-L-ESE

ACTION - whatever League does, at every level of government, to implement its Program. Taking Action is our brand of direct citizen participation in formulating government policy outside of the voting booth.

BOARD - a group of members who serve as officers and directors, who are either elected or appointed. Each level of League has its Board with members who are assigned to chair specific committees, but who share the overall responsibility for setting policy and organizing activities.

CALL TO ACTION - a plea to all members to participate in a concerted effort to implement a League position. Members are asked to write or call their elected officials requesting a specific vote on legislation.

CITIZEN INFORMATION/VOTERS SERVICE - League's continuing activity to help all citizens become informed voters and participate in government.

CONSENSUS - agreement among a substantial number of members (not just a simple majority). Expressed in terms of broad objectives, Consensus is not tied to specific legislation, but is general enough to serve as a standard for evaluating and monitoring legislation.

COUNCIL OF METROPOLITAN AREA LEAGUES (CMAL) -

an inter-League organization composed of members of the 35 local Leagues in the seven county Twin Cities Metropolitan area. Its Program deals with governmental problems of metropolitan significance, such as land use, transportation and fiscal disparities.

EDUCATION FUND - the tax exempt, tax deductible arm of the League established to accept contributions from industry, unions, foundations, private parties to fund educational and citizen information projects. The local League may seek such contributions for its own projects. (Regular contributions to the League are not tax deductible because we are an Action organization and ask our members to influence legislation.)

FUND RAISING - the way League finances the major portion of its budget. In your annual Finance Campaign, you will solicit members and selected community contributors by mail and follow up calls. Other fund raising events may be used, according to the financial needs of the League.

GRASSROOTS - at Unit meetings all League members have an opportunity to decide what position League will take on an issue (see **CONSENSUS**) and can suggest Program topics and bylaw changes for all levels of League. All members are also encouraged to attend the Annual Meeting to participate in the adoption of the local Program, budget, and bylaw changes as well as in the election of the local Board. This Board selects delegates who make such decisions at the state and national conventions.

LOBBYIST - a volunteer League member who promotes League Positions in local, state, or national legislature or executive departments. Because the League tries to reflect member agreement, League spokespersons are under continuing supervision of the appropriate League Board.

NONPARTISAN POLICY - League as an organization does not support individual candidates or political parties. Members are encouraged to be active in the party of their choice, (many candidates and elected officials are members of League), but Board members' personal political behavior should not endanger League's nonpartisan image.

OBSERVER - a League member who regularly attends meetings of local government bodies and reports on how they function and what issues concern them.

POSITION - a statement of what League supports on the basis of a particular Consensus. The appropriate League Board formulates the Position statement after careful compilation of the Consensus results.

PROGRAM - issues chosen by members for study and Action. At each level of League, Program includes items adopted for current study and carefully worded Positions. Continued support of each issue is reaffirmed at the biennial national, state conventions, or the local Annual Meeting.

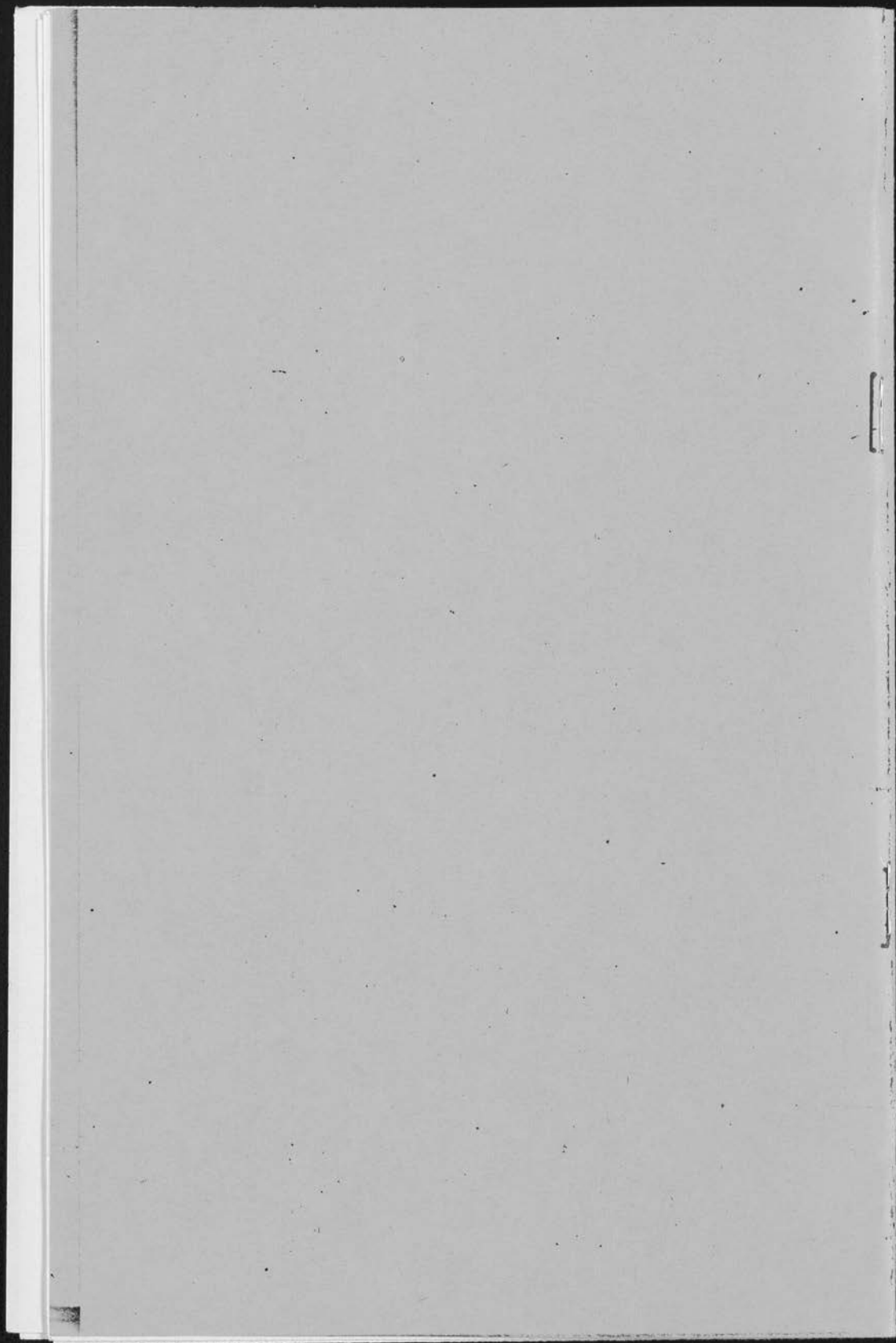
PUBLICATIONS - a vast array of written materials that come from every level of League at nominal cost. They are the basic tools to help members study, discuss, and take action, and they help all citizens to be better informed voters through as wide a community distribution network as possible. Publications or slide shows, which present factual material and do not indicate a League position, may be financed through tax deductible money to cover the cost of printing and distribution.

RESOURCE COMMITTEE - a group of interested League members who research or update a Program topic. The topic is then presented to the members, in a publication, in a **VOTER** article, or at Unit meetings for discussion and possibly a Consensus.

UNITS - small groups in each local League that meet monthly to participate in League Program by study, discussion and action. Discussion Units are the heart of League where your opinion on League issues and actions is recorded.

VOTERS - the monthly local, bi-monthly state, and quarterly national bulletins which help keep members informed about League activities. They are automatically mailed to members upon payment of dues.

This is just the beginning. Enjoy!



GENERAL INFORMATION FOR STATE BOARD MEMBERS

State Board members are chosen for their willingness, effectiveness and initiative in helping with the overall League job, as well as their ability to do their own jobs.

The Board of Directors of the League of Women Voters of Minnesota emphasizes the role of the state Board as an overall policy determiner and points up the importance of the committee function on the state level. The Board approves, modifies or rejects plans, policies and programs initiated by the several Board committees, and then delegates responsibility for implementation to the Board members and committees concerned.

The state Board member's objective is to plan for activities for the entire membership of the state and not to represent only the interests of her own local League or the special interests of her field. Every member of a state Board is assigned a specific responsibility, but at all times she should remember that the Board works as a team and is responsible for making all decisions after full Board discussion.

The following information may be helpful to you in adjusting quickly to your new responsibilities:

Be Informed

Read the State Board Handbook and Local League Handbook. Be familiar with all current League publications. Any questions of general procedure should be referred to the President and/or the Board.

File

Each Board member is expected to keep a file. It should contain the State Board Handbook and Local League Handbook, state and national Programs, budgets, Bylaws (including the Standard Local League Bylaws) and any other material or correspondence relating to the Board member's particular assignments and matters of concern to the whole Board. It should be kept in such a way that it will be of help to a successor and, together with other written or oral information, will give the next Board member a picture of her job. Please be responsible for throwing away material which is no longer pertinent.

It is very valuable to the League to have the benefit of a record of all the work you do. You give many hours and learn a great deal by trial and error which might help the next person who takes over your job. Each chairman is expected to hand in a report of the work she and her committee have done during the year before the Council meeting or Convention. The report will be gratefully used over and over again and make for a more efficient and effective League.

State Board Meetings

Board meetings are held monthly, except July, on the second Tuesday of the month at the State League Office, 555 Wabasha Street, St. Paul. They start promptly at

9:30 a.m. and usually last until 2:30 to 3:00 p.m.

You will receive a mimeographed form requesting information about the business you wish to bring up at the state Board meeting and requesting your estimate of time required on the day's agenda.

This form should be returned by you to the President ten days before the next state Board meeting. The final agenda will be sent to you in advance of the meeting. Be thoroughly prepared to present your own reports and problems. If you need advice from the Board, prepare material to be duplicated in the office and sent to Board members with the agenda so they can consider your problem and be prepared to discuss it. Board meetings start on time, and Board members are expected to stay until the end of the meeting - unless excused ahead of time. Board members are expected to become especially knowledgeable in their own fields and informed in all of the other fields of League activity. The best way to become informed is to listen carefully at Board meetings and to participate in discussions.

Please remember to call or write the President if you must be absent from a Board meeting. You will want to keep a file of your state Board minutes which you will receive after each Board meeting. Take previous month's minutes to Board meeting for possible corrections. Be prepared to present your corrections in writing.

Board Memo

We strive for no more than one mailing per month to local Leagues. The mailing will be sent from the state office 7-10 days after each state Board meeting. Most material to be included in the Board Memo should be prepared before and brought in to the Board meeting, and any additions decided upon at Board meeting should be in the hands of the President no later than 3 days after the Board meeting. Each Board member is responsible for the preparation of her section in the Board Memo. This is her communication with her corresponding chairman on the local League Board.

Minnesota VOTER

Keep a file of VOTERS. Content of the VOTER is total Board responsibility. VOTER deadlines are announced at Board meetings. The VOTER is the only communication to all the members - keep this in mind when writing your articles.

Committees

Each Board member is assigned to a number of standing committees of the Board to share ideas, talents and experiences. These Board committees are useful in many aspects of your job - advisory, planning, evaluating, determining a position from consensus, reading resource material, helping prepare discussion outlines, speakers bureau - to name just a few.

Each Board member is responsible for organizing her

off-Board committee as the need for such a committee becomes apparent. Feel free to seek help from other state Board members, staff and your predecessor in recruiting your off-Board committee. The committee proposes plans which are reported by the Board member chairman to the state Board for approval, modification or rejection. The Board chairman reports back to her committee the Board discussion, and the plan is carried out by the committee to implement the Board's decision. The organization of committees accomplishes four major objectives: 1) increases member participation on the state level; 2) provides training for future state leaders; 3) helps local Leagues, through their representatives on these committees, to understand League activities and needs on the state level; and 4) saves precious Board time. Each Board member should report the names of her committee personnel to the Board so they become a matter of record. Remember, the President is ex-officio member of all committees except the nominating committee, and expects to attend as many of these meetings as possible.

Correspondence

Date everything you write, even a memo (month, day and year). Include full names of persons writing and receiving each letter and the name of the local League if one is involved. When you write memos to other Board members, make three carbons - send one to the state President, one to the office for the files, and keep one.

In writing to local Leagues and non-Leaguers, use state League letterhead. Make three carbons - send one to the state President, one to the office for the files, and keep one.

If your communication touches on the work of another Board member, make an extra carbon copy to send to her.

In League correspondence and publications, follow League Correspondence Rules of Punctuation from the League of Women Voters of the U.S.

Field Work

As a state Board member it is important for you to keep in close touch with the local Leagues in order to know what the members are doing and thinking, as well as what they want and need from their state Board. Most of the Board members will be responsible for several local Leagues. This means visiting and getting to know these Leagues, reading their minutes, their bulletins and giving or seeking advice and help as needed.

Reports of visits should be made on Report of Visit forms and four copies made - send one to Field Service chairman, one to state President, one to office for the files, and keep one. Necessary correspondence with local Leagues should be written promptly with four copies distributed as above.

You each become specialists in your own field so that you will want to refer specific local League problems to each other. Letters written to your counterpart chairmen in local Leagues concerning information you may get from their consultant can bring results because of the chance to tailor these letters to the individual League. (Four copies should be distributed as above, plus one to their consultant.)

Remember that one of your main responsibilities will be to foster good working relationships between the local Leagues and the state Board. This is best fostered through mutual respect and understanding. Share the fun, information and inspiration with the rest of the state Board.

Advice on Policy

Be careful about giving advice on League policy until you are thoroughly familiar with it. When you do give advice verbally - in person or by phone - write a memo confirming the advice given. The memo will serve as a reference for you and the one advised and will also be a protection to you against being misquoted. Make this report on the forms provided for this. Send two copies immediately to the state office and keep one for your file.

Attending Conferences or Meetings

Let the office and President know when you expect to visit a local League. Check with President first for Board approval of expenses involved in attending meetings related to your portfolio. Notify President for scheduling on master calendar of Board member activities - even if you plan to go "on your own" with no expenses paid by LWV. It is important to know who is representing/speaking for the LWV - where, when, and on what.

Public Relations

Our success depends upon good public relations. We work hard to improve these relations, but, in the long run, it is the day-by-day impressions that add up to our image. As a leader on the state Board, you can effect this image more than most members. The impatient answer on the telephone, the squelching of an unpopular point of view at a meeting, the League-work-is-such-a-burden air, the superior smile at a public meeting, the curt letter to a local League, the buttonholing of an editor, a Congressman, or a contributor at a party when he plainly wants to talk about something else - any of these can undo the effects of yards of press releases.

Don't be afraid of opposition. If occasionally you are aroused by what you feel are uncalled-for attacks, sit down and read page 5 of Tips on Reaching the Public and reaffirm your belief in the job we have set for ourselves, and the structure we have provided to make it possible. Don't do or say anything in haste or under emotional strain that you will come to regret.

Time for Action

The President is responsible for the official response to "Time for Action" - at times she may delegate this to other Board members. All Board members receive this information and should feel a personal responsibility to follow through when the request is for general support. Get to know your Congressmen and legislators. Assist local Leagues for whom you are consultant to respond adequately to Time for Action.

Materials for Board Members

1. You will receive from the state office and/or your predecessor information dealing with your responsibilities on the Board. Additional material and tools you may want may be ordered through the state office.
2. You will receive a copy of all material sent out by the state and national offices. The office takes care of subscriptions. Please be prepared to discuss these materials at the Board meeting following your receipt of them.
3. Material of which we have only one copy will be marked for attention of certain Board members. Please indicate that you have read through the material by crossing off your name. Pass the material on to the next person whose name appears or to the office for filing if you are the last one to read it.

Expenses

Please observe the following in reporting expenses:

Transportation: Car -

10¢ a mile for driving. This should include parking costs on short trips.

Bus and Train - purchase round trip tickets when feasible.

Airplane - when cheaper or League considerations justify expense.

Meals:

Up to \$4.00 for 3 meals (75¢, \$1.25, \$2.00 for breakfast, lunch, dinner).

Lodging:

Actual cost of hotel room and tips.

Telephone, Telegraph, Stamps: Necessary expenses.

Travel expenses to state Board meetings are covered by the state budget. If a Board member finds it impossible to attend meetings without staying overnight, hotel and meal expenses will be paid. Expense forms may be obtained in the state office and should be submitted after each field visit or Board meeting. Each Board member is responsible for submitting expense vouchers at least once a month.

6.

**Inform President
of Your Plans**

Each Board member should keep the President and the office informed of plans and action contemplated in her field. In an organization as large as ours, it is important to clear with one person in order to avoid mistakes and confusion. If you can't reach the President, you may leave a message with the state office requesting that it be given the President. Have those who are working on your committee clear with you in the same way.

Master Calendar

In order to avoid conflicts in scheduling meetings and communications, a master calendar of Board member's activities is kept in the office. Please turn in to the office a calendar (form provided) for the following month indicating the times you are NA (not available) and League meetings you expect to attend or activities related to your League assignments.

**Scheduling
Meetings**

In order to avoid conflicts in scheduling meetings, check with the office.

State Office

State office staff members have the responsibility for doing the office work of the League, and they are glad to do clerical jobs for Board members. However, they are helping all of the Board members so it is only fair to give material to them in a finished form. It should be readable; there should be no telephone dictation - unless in an emergency. The staff should not be expected to make policy decisions, nor should they be expected to give advice.

Any questions relating to office procedures should be referred to the President.

Office Files

Have the office staff explain the filing system to you and show you where the files for your portfolio are kept. Become acquainted with what is in them - a good way to learn what has been done by your predecessors.

There is a file box in the office with folders for each Board member. Check yours whenever you are in the office for information especially for you.

GUIDELINES FOR LEAGUE WORKSHOPS

- I. Keep the cost under \$3.00.
 - A. Whenever possible, keep the cost to \$1.00 or whatever is needed to cover custodial fees, registration blanks, nametags, other essentials.
 - B. Bag lunches are fine! They aren't elegant, but each person can suit her own dietary needs.
 1. Ordering box lunches for those who wish to order them is nice.
 2. Coffee and something else (pop, ice water, tea) can be paid for by participants if \$1.00 won't cover that.
 - C. Make babysitting available at a nominal fee on a reservations-only basis.
- II. Make the location accessible and appropriate to the topic.
 - A. If the workshop is to cover the state, try to hold it at least four times in widely spread areas, such as Duluth, North Minneapolis suburbs, South St. Paul suburbs, Southwestern Minnesota.
 1. In each location, choose accommodations with plenty of free parking — a large church, with a corresponding parking lot, for example.
 2. Ideally, locations should be accessible by public transportation and related directions should be included in preliminary publicity.
 - B. Physical arrangements should make workshops accessible to all.
 1. First floor accommodations, without stairways, or with ramp entrances, make it possible for those with walking problems or in wheelchairs to attend.
 2. Toilet facilities should be large enough for those in wheelchairs, ideally. Elementary schools are difficult in this respect for most adults.
 - C. Wherever possible the location should complement the topic, i.e., the Indian Study workshop held at a church in an area of Minneapolis with a high Indian population.
 - D. Other helpful hints: At least one day ahead of time,
 1. Find out about heat and air conditioning control and opening windows.
 2. Learn locations and operation methods of lights, mikes, coffee pots, etc.
 3. Consider providing water glasses for speakers, ashtrays (is smoking permitted?)
- III. Content
 - A. If you have a speaker, give him or her something he/she can get his/her teeth into — make topics specific.
 - B.
 1. Give copies of all your instructions to all speakers, moderators, etc., so that everyone will know what everyone else will do.
 2. Make the topic manageable: too much is as frustrating as too little. Summarize either occasionally or at the end of the meeting, so that people go away feeling that they know both what they have accomplished and what they can do next.
 - C. Metropolitan and out-state problems vary a great deal. It might be best to vary the programs planned in specific locations to suit the needs of the Leagues involved.
 - D. Orientation of portfolios by respective State Board members should provide specific "how to" information and provide information on things that various Leagues have tried.

League of Women Voters of Minnesota, 555 Wabasha, St. Paul, Minnesota 55102
May, 1973

MEMO TO: All Boarders

FROM: Carolyn Cushing, Field Service

RE: SUGGESTIONS TO THE STATE BOARD on 1972-73 Local League Annual Reports
May 22, 1973

Here is a summary of suggestions gleaned from reading these reports. We shall be discussing these items during our June 12-13 State Board meeting. If you have questions, please call me - 633-0602.

GENERAL

1. Do not overburden yourselves: Recruit more Board members or use off-Board chairmen or drop portfolio. (Minneapolis)
2. Be careful in choosing topic chairman to be sure she realizes what direction is expected in study. (St. Louis Park)
3. Keep paperwork down. Keep up careful evaluation of mailing. (Worthington, Owatonna)
4. Mail state calendar directly to state portfolio chairman. (Hutchinson)
5. Date every memo.
6. Put list of enclosures on top page of memo. (Edina)
7. Color code all communications by subject and purpose. (Rochester)
8. Use additional spacing, boxes, etc. to make reading easier. (Edina)
9. Use more former presidents on State Board for better understanding of local League problems. (Woodbury)

LOCAL LEAGUE ORGANIZATION, etc.

1. Provide opportunities for local League presidents to meet more often to discuss problems. (Bloomington)
2. Help with program planning. (Marshall)
3. Urge Leagues to have both general and unit meetings each month. (Shoreview)
4. Provide samples to show how to write up survey data. (Stevens County)
5. Provide more direction on combined state/national items. (Minnetonka-Eden Prairie)
6. List membership ideas other Leagues have found helpful mid-year. (Brooklyn Park)
7. Provide outline of exact duties of each League portfolio in simple terms. (Shoreview). Provide more guidelines as to what is minimum Voters Service program. (Roseville)
8. Help coordinate League action at county level.
9. Share what other Leagues are doing.

WORKSHOPS

1. Make tapes of workshops available for use of out-state Leagues. (Alexandria)
2. Hold evening meetings so working members can attend. (Columbia Heights, Mahtomedi Area)
3. Make available Day Care facilities in connection with workshops. (Mahtomedi Area)
4. Area "get-togethers" could help do the job of workshops.

VOTERS SERVICE

1. Provide organizational help with candidates' meetings. (St. Louis Park)
2. Provide help in attracting state candidates to meetings. (Mounds View)
3. Formulate a state policy on candidates' questionnaires; uniform instructions as to use would allow local Leagues to publish a disclaimer--

- when local Leagues make own judgements, candidates can "play one League against another." (New Brighton)
4. Change state policy to allow legislative interviews to be reprinted in local League bulletins, since such interviews are in fact given to the LWV and not just to individuals. (New Brighton)
 5. Provide a "cheap, eye-catching poster we could write in local information." (Roseville)
 6. Provide tips for successful candidates' meetings.

FINANCES

1. Prepare state budget before local League committees meet in Jan. or Feb.
 2. Give consideration to area business income in figuring state formula. (Shoreview)
 3. Send out routine reminders for pledge support to help keep us all current. (New Brighton)
 4. Encourage fund-raising methods other than community solicitation. (Jackson-Sherburn)
 5. Establish a State Finance Committee:
 - to persuade state-wide business to contribute at local level (St. Louis Pk.)
 - to solicit funds from state-wide businesses for state budget; local League would then give recognition to local companies that had contributed at the state level (Albert Lea)
 6. Practice more economy. (Battle Lake)
- or
7. Ensure adequate support "to have the strong League we need." (Bloomington)
 - "...the State Board owes an obligation to Minnesota members to fully fund itself from pledges and send only excess monies to National" (Minneapolis)

Also:

One League mentioned this year's "financial decisions" with approval
One League said suggested pledge was "entirely unrealistic"
One League expressed specific appreciation for the Finance Workshop;
three had unfavorable comments.

COMPLIMENTS TO STATE

General appreciation from 10 Leagues - e.g. "You are merely fantastic!"
Special admiration for
material from 11 Leagues
workshops from 8 Leagues
VOTER devoted to topic from 8 Leagues
Board Memo from 3 Leagues
Capitol Letter from 1 League
Barbara Steinkamp from 3 Leagues

COMPLAINTS IN ANNUAL REPORTS

1. Should have fewer study items. (Bemidji)
2. Objected to choice of non-recommended items. (Anoka)
3. Objected to reports based on calendar year. (Arden Hills, Cloquet)
4. State VOTER should be "improved." (Northfield)
5. Publications come too late. (Austin, Bemidji, Bloomington, Golden Valley, Granite Falls, Mounds View, St. Louis Park)
6. Workshops start too early in the morning. (Cloquet)
 - " are geared to metro area. (St. Peter)
 - " should be held out-state more often. (Owatonna, Crookston)

7. Should exert more effort to help struggling Leagues. (Maplewood)
 "...more Field Service is necessary..." (West Dakota County Area)
 "We just feel far away!" (Moorhead)
 "...a feeling of being out of touch with the State Board." (Bloomington)

Consensus from 16 Leagues

The questions are leading - (Anoka, Chaska, Minnetonka-Eden Prairie,
 Mounds View, St. Anthony, St. Croix Valley,
 St. Louis Park)

The questions are too windy,-
 too lengthy, too vague, too
 broad, too complicated, too
 comprehensive -

(Austin, Chaska, Crookston, Jackson-
 Sherburn, St. Anthony)

The questions come too soon
 (more study time)

(Brooklyn Park, Mounds View, Silver
 Bay, St. Croix Valley)

The questions come too late
 (more lead time)

(Alexandria)

There are too many

(Chaska, Crystal-New Hope)

Interpretation is too
 broad, liberal, etc.

(Richfield, Wayzata Area, Winona,
 New Brighton)

New Brighton suggests using "mini-consensus" before lobbying.

(Some of this was directed at National but all apparently stems from lack of understanding of consensus.)

W

GUIDELINES FOR USE OF THE BOARD MEMO BY LOCAL LEAGUES

The League of Women Voters of Minnesota

To: Local League Presidents
From: Barbara Jones, Local Agenda Chairman

August, 1975

This year the Board Memo will be attempting to aid communication among local leagues. The idea grew out of a meeting of outstate leagues at state convention who felt somewhat isolated with problems and situations they knew affected other leagues, but. . . which ones?? Since League budgets won't tolerate too many long distance calls, we thought the Memo might provide this service. Each president will want to read this portion of the Memo carefully to see if she can be of help to other leagues or find something of interest to her league. Then, please, please, follow through. The Memo is only the first step.

First class copies of the Board Memo are mailed to local league presidents ten days following the state board meeting, the second Tuesday of each month, excepting July and December which have no meetings and no Memo's. You will need to consider that delay, plus the time required for delivery, and an opportunity for presidents to read, digest, and get around to responding. The Board Memo is not an effective method of getting a quick answer. We hope it will work for you in the longer view.

Guidelines:

1. Deadline: received by state board meeting day, second Tuesday of each month (except December and July).
2. Address: all material should be addressed to the state office: LWVMN, 555 Wabasha, St. Paul, MN 55102; Attention: Barbara Jones.
3. Signature: name of local League; president and address.
4. Budget restrictions: no more than one page total per month can be included, which means there may be some cutting in a busy month. Be brief and to the point.
5. As with all other material appearing in the Memo, final responsibility rests with the president. She has the final review and occasionally edits for reasons of length, clarity, and league policy.
6. Suggestions for items of interest to other Leagues:
 - a. Requests for joint action relating to regions, counties or multi-county situations.
 - b. Requests for information from other leagues, especially relating to regions, counties or multi-county problems.
 - c. Search for kindred spirits in generating support for national or state study items.
 - d. Reports of success stories in action, VS/CI, membership, fund raising, or anything else you'd like to share.
 - e. Brief notices or information of county or regional interest.

PARLIAMENTARY PROCEDURE
DEMONSTRATION

The League of Women Voters of Minnesota

TO: Local League Presidents

FROM: Jerry Jenkins, State President

June 6, 1975

The following script should be used to train your Boards.

Background - The Overall Organization has been given the responsibility of planning the redecorating of the Community Center Living Room. This task includes deciding on the colors, carpeting, drapes and furniture. We will step into the meeting in progress:

Member 1 "I move that the committee divide itself into task forces for each item that we have to consider." (Pause)

Moderator - This is a general main motion, a new proposal on which no action has been taken. All main motions (those that introduce the business or a proposal to the assembly) are started with the words "I move that...." All main or principal motions must have a second before they can be discussed....this means at least two people have to feel it's worth discussing. Without a second, the motion dies and is not even discussed in the meeting.

Member 6 I second that.

Member 1 Starts affirmative statement in favor of his motion.

Member 5 Point of Order (Interrupt Member 1).

Chair The chair recognizes Member 5. (Pause)

Moderator - It is the right of every member, who notices a breach of a rule to insist upon its enforcement. He may interrupt the person speaking and his point need not be seconded. After the point of order is stated, the chair decides. If the members do not agree with the decision of the chair, someone may interrupt again and say "I appeal the chair's decision." To do this there must be a second, the point may be discussed and then a majority vote carries.

Member 5 Member 1 is out of order in discussing the motion before it is open.

Chair You are correct: It has been moved and seconded that the committee divide itself into task forces for each item that we have to consider. Discussion. (Pause)

Moderator - Once a motion has been made and seconded, it must be repeated by the chair before discussion can begin. This clarifies for all exactly what they will be discussing and places the motion in possession of the assembly. Before this is done, the maker of the motion may withdraw or modify it without permission of the group...however, once it has been stated correctly by the chair, he can no longer do any of these things without a majority vote.

Member 1 Affirmative statement for motion.

Member 2 Negative statement - color needs to be decided first.

Member 6 Affirmative to motion.

Member 3 Negative - supportive of 2 - do this after we get a color scheme.

Member 4 "I move to lay the question on the table." (Pause)

- Moderator - This motion is used to temporarily lay aside a pending question. It cannot be amended or debated and if seconded, it must be immediately put to a vote. This business can be taken from the table by a motion, second, and majority vote to that effect. The motion to take from the table must be made at the same session or at the next meeting, or it lapses and the motion is dead. When a body is meeting for one meeting (as a convention of delegates), as they will not be called together as the same body again, a motion to table which is not recalled at that convention is considered dead.
- Member 2 I second the motion.
- Chair A motion has been made and seconded to table the pending question. The motion is not debatable. All in favor say aye (2,3,4,5), those opposed no (1,6). The motion carries.
- Member 1 Division (Pause)
- Moderator - If any member doubts the result of a vote, he/she is entitled to call for a "division." The chairperson immediately requests those in favor of the motion to rise. After counting these and announcing the number, he/she asks those opposing the motion and announces the number. The result is then declared. A member has the right to change his/her vote before the decision of the chair is finally announced.
- Chair A division has been requested. All those voting aye, please stand (2,3,4,5). There are 4 in favor of the motion. All those voting no, please stand (1,6). There are 2 against. The motion passes.
- Member 2 I move that we decide on the color of the walls. (Pause)
- Moderator - As the first motion has been laid on the table, the assembly is now open to other motions and business.
- Member 3 I second the motion.
- Chair It has been moved and seconded that we decide on the color of the walls. Is there discussion?
- Member 1 I object to the consideration of this question. (Pause)
- Moderator Sometimes a resolution is introduced that the members of the assembly do not wish to consider at all. In such cases, the best course of action is for someone to "object to the consideration of the question." This objection does not require a second, is undebatable and requires a two-thirds vote to carry.
- Chair Will the assembly consider this question? Those in favor, raise your hand (2,3,4,5,6); opposed (1). The motion fails. The floor is now open for discussion on the question that we decide on the color of the walls. I move to limit debate for each speaker to three minutes each.
- Member 3 I move to limit debate for each speaker to three minutes each.
- Member 2 Affirmative statement supporting this motion.
- Member 1 Negative.
- Member 6 Affirmative, but feels a color should be part of the motion.
- Member 3 Affirmative; agrees but feels white is a good color.
- Member 5 Affirmative to white walls.
- Member 3 I move to amend the motion by adding the words "white as" between the words "on" and "the color of the walls"....making the motion read We decide on white as the color of the walls.

Member 5 I second. (Pause)

Moderator If it is desired to modify the question in any way, the proper motion to make is "to amend" the question in one of the following ways:

1. To "add" or insert certain words or paragraphs
2. To "strike out" certain words or paragraphs
3. To strike out certain words and insert others
4. To "substitute" another resolution or paragraph on the same subject for the one pending
5. To "divide the question" into two or more questions as the mover specifies, so as to get a separate vote on any particular point or points.

The motion to amend requires a second and a majority vote. It allows debate. If the amendment passes, the main motion then reads as amended.

Chair It has been moved and seconded that we amend the motion to read We decide on white as the color of the walls. Is there discussion?

Member 2 Affirmative

Member 4 Agrees, but four may be too many, maybe three white and one color.

Member 3 No, all white.

Member 4 I move to amend the amendment by striking out the last "the" before "walls" and adding "three" in its place and then adding "and green for one wall" at the end of the sentence, making it read We decide on white as the color of three walls and green for one wall.
(Pause)

Moderator Now we've got some real work to do. First, we had to decide on the color of the walls. But before we decided whether or not we wanted to decide on the color of the walls at this time, a change was made...and that was that we decide on white as the color of the walls...however, before we even decided on whether or not to have white walls, it changed again; this time to three white walls and one green. Now, the decision making process will go backwards up the ladder. Remember that, while each member is voting at each point, the matter will not finally be decided until we get back to the original motion with all changes added in.

Member 6 I second the amendment to the amendment.

Chair It has been moved and seconded that we amend the amendment to read We decide on white as the color of three walls and green for one wall.
Is there discussion?

Member 5 Question of Privilege. (Pause)

Moderator Questions of privilege relate to the rights and privileges of the assembly or any of its members. If the question is one requiring immediate action, it can interrupt a member's speech. When such a question is raised, the chair decides whether it is a question of privilege, from which decision an appeal can be taken by any two members. If it is, it must be in some way disposed of before debate can be resumed.

Chair Member 5, what is your question?

Member 5 Because of the noise from the street, I cannot hear. May I close the window?

Chair Yes. Discussion on the amendment to the amendment.

Member 4 Affirmative to three white walls and one green.

Member 3 Negative.

Member 5 I call the previous question.

NONPARTISANSHIP, PRINCIPLES, BYLAWS

The following information is intended to serve as a guideline for your Board as they bring your nonpartisan policy and your statement of Principles and action on same into line with the action taken by the 1974 National Convention.

For the Bylaws Committee we direct special attention to Article IX, Program. There, in Sec. 2, the action on Principles is incorporated. In Article VI, Sec. 3 we have incorporated a statement on the per member payment. Article VII, Sec. 2, b. note the inclusion of chairman of the budget committee. The state Bylaws Committee is proposing this change. Local Leagues may want to consider it also.

As far as changes in wording such as "she" and "her", the state Board agreed that these are editing changes and could wait upon national's changes that will appear in their new Model Local League Bylaws.

Nonpartisan Policy

The Convention agreed to a more positive, constructive approach to the explanation of the League's nonpartisan policy, concentrating on what its political policy enables the League to do rather than on what Board members may not do.

Each Board retains the responsibility to make the decision on how League policy is applied in terms of its community. The Convention voted that

- reference to husbands of Board members should be deleted;
- advice on resignations of Board members, when they occur, should center on the need to see that attendant publicity does not create a partisan impression;
- the prohibition against contributions from office holders and candidates need no longer apply since the strength of the League reputation removes the likelihood that a gift could be construed as a breach of the League's nonpartisan character.

The Guiding 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 government bodies protect the citizen's right to know by giving adequate notice of proposed actions, holding open meetings and making public records available.

The League of Women Voters believes that every citizen should be protected in his right to vote; that every person should have access to free public education which 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 which affect the general welfare, promote a stable and expanding economy and adopt domestic policies which 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 the development of international organization and international law is imperative in the promotion of world peace.*

Action on Principles

*The national Board suggests, therefore, that any action on these three aspects of the Principles be taken in connection with present or future League positions to which they are applicable and upon which member agreement and understanding are known.

In summary, implementation of the Convention vote to take action on League principles will depend on authorization by the appropriate Board (i.e., local, state or national) following their agreement that member understanding and agreement exist and that action is appropriate as to timing, need and effectiveness.

In addition, where action results will have ramifications which extend beyond a League's own governmental jurisdiction, the League should consult other affected Leagues and agreement should be sought.

"Action to protect the right to vote of every citizen" is also part of the preamble.

BYLAWS

League of Women Voters of _____, Minnesota
(as revised to concur with the Standard Bylaws for a Local League)

ARTICLE I

Sec. 1. Name. The name of this organization shall be the League of Women Voters of _____. This local League is an integral part of the League of Women Voters of the United States and of the League of Women Voters of Minnesota.

ARTICLE II

Purpose and Policy

Sec. 1. Purpose. The purpose of the League of Women Voters of _____ shall be to promote political responsibility through informed and active participation of citizens in government.

Sec. 2. Policy. The League of Women Voters of _____ may take action on local governmental measures and policies in the public interest in conformity with the Principles of the League of Women Voters of the United States. It shall not support or oppose any political party or any candidate.

ARTICLE III

Membership

Sec. 1. Eligibility. Any person who subscribes to the purpose and policy of the League shall be eligible for membership.

Sec. 2. Types of membership. The membership of the League of Women Voters of Falcon Heights shall be composed of voting members and associate members.

- a) Voting members shall be those citizens at least 18 years of age.
- b) Associate members shall be all other members.

ARTICLE IV

Board of Directors

Sec. 1. Number: Manner of selection and term of office. The board of directors shall consist of the officers of the League, six elected directors and not more than six appointed directors. Three directors shall be elected by the general membership at each annual meeting and shall serve for a term of two years, or until their successors have been elected and qualified. The elected members shall appoint such additional directors, not exceeding six, as they deem necessary to carry on the work of the League. The terms of office of the appointed directors shall be one year and shall expire at the conclusion of the next Annual Meeting.

Sec. 2. Qualifications. No person shall be elected or appointed or shall continue to serve as an officer or director of this organization unless she/he is a voting member of the League of Women Voters of _____.

Sec. 3. Vacancies. Any vacancy occurring in the board of directors by reason of the resignation, death, or disqualification of an officer or elected member may be filled, until the next annual meeting, by a majority vote of the remaining members of the board of directors. Three consecutive absences from a board meeting of any member without a valid reason shall be deemed a resignation.

Sec. 4. Powers and duties. The board of directors shall have full charge of the property and business of the organization, with full power and authority to manage and conduct same, subject to the instructions of the general membership. It shall plan and direct the work necessary to carry out the program as adopted by the national convention, the state convention, and the annual meeting. The board shall create and designate such special committees as it may deem necessary.

Sec. 5. Meetings. There shall be at least nine regular meetings of the board of directors annually. The president may call special meetings of the board of directors and shall call a special meeting upon the written request of five members of the board.

Sec. 6. Quorum. A majority of the members of the board of directors shall constitute a quorum.

ARTICLE V

Officers

Sec. 1. Enumeration and election of officers. The officers of the League of Women Voters of _____ shall be a president, a first vice president, a second vice president, a secretary, and a treasurer who shall be elected for terms of two years by the general membership at an annual meeting and take office immediately. The president, the first vice president, and the secretary shall be elected in odd numbered years. The second vice president and the treasurer shall be elected in even numbered years.

Sec. 2. The president. The president shall preside at all meetings of the organization and of the board of directors. She may, in the absence or disability of the treasurer, sign or endorse checks, drafts, and notes. She shall be, ex officio, a member of all committees except the nominating committee. She shall have such usual powers of supervision and management as may pertain to the office of the president and perform such other duties as may be designated by the board.

Sec. 3. The vice presidents. The two vice presidents, in the order of their rank, shall, in the event of absence, disability, resignation, or death of the president, possess all the powers and perform all the duties of that office, until such time as the board of directors shall select one of its members to fill the vacancy. The vice presidents shall perform such other duties as the president and board may designate.

Sec. 4. The secretary. The secretary shall keep minutes of all meetings of the League and of all meetings of the board of directors. She/he shall notify all officers and directors of their election. She/he shall sign, with the president, all contracts and other instruments when so authorized by the board and shall perform such other functions as may be incident to her/his office.

Sec. 5. The treasurer. The treasurer shall collect and receive all moneys due. She/he shall be the custodian of these moneys, shall deposit the same only upon order of the boards. She/he shall present statements to the board at their regular meetings and an annual report to the annual meeting.

ARTICLE VI

Financial Administration

Sec. 1. Fiscal year. The fiscal year of the League of Women Voters of shall commence on the first day of April each year.

Sec. 2. Dues. Annual dues of \$12.00 shall be payable April first. Any member who fails to pay her/his dues within six months after they become payable shall be dropped from the membership rolls.

- a) Dues for women students and wives of college students shall be \$5.00 annually.

Sec. 3. Per member payment. Each local League shall make a per member payment directly to the League of Women Voters of the United States, the amount of such payment to be determined by the convention by a 3/5ths vote of those present and voting. Additional support for state and national Leagues shall be determined at state convention or council.

Sec. 4. Budget. A budget for the ensuing year shall be submitted by the board of directors to the annual meeting for adoption. The budget shall include support for the work of the League as a whole.

Sec. 5. Budget committee. The elected budget chairman and budget committee appointed by the board of directors at least two months prior to the annual meeting shall prepare a budget for the ensuing year. The proposed budget shall be sent to all members one month before the annual meeting. The treasurer shall not be eligible to serve as chairman of the budget committee.

ARTICLE VII

Meetings

Sec. 1. Membership meetings. There shall be at least four meetings of the membership each year. Time and place shall be determined by the board of directors.

Sec. 2. Annual meeting. An annual meeting shall be held between March 1st and April 30th, the exact date to be determined by the board of directors. The annual meeting shall

- a) adopt a local program for the ensuing year,
- b) elect officers and directors, chairman and two members of the nominating committee, chairman of budget committee,
- c) adopt an adequate budget, and
- d) transact such other business as may properly come before it.

Sec. 3. Quorum. Fifteen members shall constitute a quorum at all business meetings of the League of Women Voters of

ARTICLE VIII

Nominations and Elections

Sec. 1. Nominating committee. The nominating committee shall consist of five members, two of whom shall be members of the board of directors. The chairman and two members, who shall not be members of the board, shall be elected at the annual meeting. Nominations for these offices shall be made by the current nominating committee. The other members shall be appointed by the board of directors immediately following the annual meeting. Any vacancy on the nominating committee shall be filled by the board of directors. Suggestions for nominations for officers and directors may be sent to this committee by any voting member.

Sec. 2. Report of nominating committee and nominations from the floor. The report of the nominating committee of its nominations for officers, directors, the members of the succeeding nominating committee and the budget chairman shall be sent to all members one month before the date of the annual meeting. The report of the nominating committee shall be presented to the annual meeting. Immediately following the presentation of this report, nominations may be made from the floor by any voting member provided the consent of the nominee shall have been secured.

Sec. 3. Elections. The election shall be by ballot, provided that when there is but one nominee for each office, the secretary may be instructed to cast the ballot for every nominee. A majority vote of those qualified to vote and voting shall constitute an election. Absentee or proxy voting shall not be permitted.

ARTICLE IX

Program

Sec. 1. Authorization. The governmental principles adopted by the national convention, and supported by the League as a whole, constitute the authorization for the adoption of program.

Sec. 2. Program. The program of the League of Women Voters of shall consist of

- a) action to protect the right to vote of every citizen,
- b) action to implement principles of the League of Women Voters of the United States,
- c) action on those local governmental issues (includes ILO, county) chosen for concerted study and action, and
- d) action on those state and national issues which require implementation at the local level of government.

Sec. 3. Action by the annual meeting. The annual meeting shall act upon the program using the following procedures:

- a) The board of directors shall consider the recommendations sent in by the voting members two months prior to the annual meeting and shall formulate a proposed program.
- b) The proposed program shall be sent to all members one month before the annual meeting.
- c) A majority vote of voting members present and voting at the annual

meeting shall be required for adoption of subjects in the proposed program as presented to the annual meeting by the board of directors.

- d) Recommendations for program submitted by voting members two months prior to the annual meeting but not recommended by the board of directors may be considered by the annual meeting provided that:
1) the annual meeting shall order consideration by a majority vote and 2) the annual meeting shall adopt the item by a majority vote.
- e) Changes in the program, in the case of altered conditions, may be made provided that: 1) information concerning the proposed changes has been sent to all members at least two weeks prior to a general membership meeting at which the change is to be discussed and 2) final action by the membership is taken at a succeeding meeting.

Sec. 4. Member action. Members may act in the name of the League of Women Voters only when authorized to do so by the proper board of directors.

ARTICLE X

National Convention, State Convention, Council and ILO Convention

Sec. 1. National convention. The board of directors at a meeting before the date on which the names of delegates must be sent to the national office shall select delegates to that convention in the number allotted the League of Women Voters of under the provisions of the Bylaws of the League of Women Voters of the United States.

Sec. 2. State convention. The board of directors at a meeting before the date on which the names of delegates must be sent to the state office shall select delegates to that convention in the number allotted the League of Women Voters of under the provisions of the Bylaws of the League of Women Voters of Minnesota.

Sec. 3. State council. The board of directors at a meeting before the date on which the names of delegates must be sent to the state office shall select delegates to that council in the number allotted the League of Women Voters of under the provisions of the Bylaws of the League of Women Voters of Minnesota.

Sec. 4. Inter League organization convention. The board of directors at a meeting before the date on which the names of the delegates must be sent to the inter League organization shall select delegates to the convention in the number allotted to the League of Women Voters of under the provisions of the bylaws of the Council of Metro Area Leagues.

ARTICLE XI

Parliamentary Authority

Sec. 1. Parliamentary authority. The rules contained in Robert's Rules of Order Newly Revised shall govern the organization in all cases to which they are applicable and in which they are not inconsistent with these Bylaws.

ARTICLE XII

Amendments

Sec. 1. Amendments. These Bylaws may be amended by a two-thirds vote of the voting members present and voting at the annual meeting, provided that amendments were submitted to the membership in writing at least one month in advance of the meeting.

Memo to Local League Board Members
From: Harriett Herb, Executive Director
Re: League's (and s') Nonpartisanship

Date: November 15, 1976

This year's elections are now history, thankfully. In all my five years as a staff member for LWV-MN, I don't recall our receiving as many complaints as we have this year about League members and their nonpartisanship. Some of the complaints have been simple to handle because we do encourage all our members to be politically active, support and work for the parties and candidates of their choice. However, they must do it as individual members, not in the name of the League. That's a fine line, it's true, but apparently some may be forgetting to speak or act only as individuals.

I ask you to review your nonpartisanship policies and to speak and act with more discretion in future elections. Ask candidates who are Leaguers if you may review their campaign literature before it's printed to be sure it doesn't give the impression that they're LWV endorsed. When you have a public, League-sponsored gathering or fundraising event at someone's house, think about those lawn signs that might be on the lawn and ask that member to remove them temporarily. At a public meeting, don't give the impression, through your actions, that the League, as an organization, favors one candidate over another.

Now, with this election behind us and another not coming until spring, would be a good time to make plans to assure that the League's (and s') nonpartisanship isn't violated in the future. Those of us on the receiving end of the caller's (s') complaint(s) would surely appreciate your cooperation.

Thank you.



LEAGUE OF WOMEN VOTERS OF MINNESOTA

PHONE (612) 224-5445

555 WABASHA • ST PAUL, MINNESOTA 55102

TIPS ON LOCAL LEAGUE FILING

A - P

Reference: See p. 29, IN LEAGUE: guidelines for LWV Boards, for basic guidelines in setting up a file system. Local Leagues may want two sets of files: Working Files and Historical Files.

State Materials File Coding: Materials from the state office usually carry a notation, upper right (under date), showing where to file and for how long. Three main sections are used: Administration (A), Program (Pm), and Citizen Information/Voters Service (V). All materials from the state office marked "T" (Temporary) should be kept for two years and discarded; those marked "P" (Permanent) means the material is policy, procedures, or Program material and should be held until other policies are adopted or Program is no longer on the agenda.

Coding Local League Materials: A local Board may choose to adopt a similar coding for materials it develops. Since your own files are the only complete record of your League's activities, proceed with care in decisions on "what to keep." (State and National materials may be discarded regularly unless useful as "how to" help, since copies are on file in their respective offices.)

Suggested Filing Outline

The following defines the LWVMN's A, Pm and V codes.

ADMINISTRATION (A)

Annual Meeting Minutes, Annual Reports to state and national Board Agendas, Board Lists (local, state, and national), Board Minutes (by year), Bylaws (local, state, and national), Budget (local, state, and national), Calendar, Correspondence (folders dated by year), Finance Flyers, Finance Reports, Discussion Leader Training, Job Descriptions (for officers, portfolios, employed personnel), Membership Records, Nominating Committee, Observers Program, Orientation Outline, National Board Reports, Publications (catalogs, order forms), Public Relations, Press Releases, Subscription Service (local, state, and national), Treasurers Reports, Workshops, Unit Organization.

Sample File Coding: Administration- Finance - T (or P)

Administration - Membership - T (or P)

Administration - Press Release - T

PROGRAM (Pm)

Corrections, Education, Election Laws, Financing State Government, Human Resources/Equality of Opportunity, International Relations, Judiciary, Natural Resources, Organization of State Government, Representative Government, Amendment Campaigns, Capitol Letters, Congressional/Legislative Interviews, LWV-US/MN Convention and Council Workbooks, LWV-US/MN VOTERS.

Tips on Local League Filing - 2

Sample File Coding: Program - NR - Water - T (or P)

Program: IR - UN Study - T (or P)

Program: Corrections - Sentencing - T (or P)

Program: - Judiciary - "Day in Supreme Court" - T (or P)

Program - Equality of Opportunity - Indians - P

Local

Folders may be alphabetical by subject matter on all Local Agenda items now on your Program. Do not destroy old local Program material; it should be placed in Historical Files (after use in Working Files) and kept. It is the only record you have.

Sample File Coding: Program - Local - Recreation - Go-See Tours - T (or P)

Program - Local - Zoning - P

CITIZEN INFORMATION/VOTERS SERVICE (V)

Candidates Meetings (folders dated by year); Caucus Kits: Candidate Questionnaires; Congressional District Maps; Election Information (municipal, state, school district); Legislative District Maps, Know Your Town, County, School Surveys Information; Voters Guides; Voter Registration Drives; Committee Guides (national, state).

Sample File Coding: Voters Service - 1972 Caucus Kits - T

Voters Service - School Elections Candidates Questionnaires - T (or P)

OPTIONAL FILE: "CURRENT FILE"*

The local president may choose to file materials on current activities in a separate place. Folders might be labeled:

CURRENT BOARD MEETING (Keep notes and materials for next Board meeting)

FILE (Materials you have read or looked over which need to be filed)

READ (Materials for you to read)

CORRESPONDENCE (Letters to be answered)

BOARD MEMOS (Monthly newsletters from the state Board with information of current use to local Boards)

IDEAS (Notes on things you want to think about the next time you find time)

Materials in "CURRENT FILE" folders will be filed in the Working File as needed; at the end of president's term, she distributes contents among Working and Historical Files and new president begins her own "CURRENT FILE" as needed.

SUMMARY

1. File regularly and keep materials from accumulating into a task too awesome to face. The State Office File Coding system will help you to file quickly and easily.
 2. Go through the files once each year and remove all materials marked "T" that are older than two years.
 3. Program materials should be filed by subject matter. You may find that you need more than one folder for an item. For example, Natural Resources could be subdivided into energy, water, air, solid waste, land use; Human Resources into ERA, Housing, Welfare, cities/urban crisis. The subdivisions you select should be those most convenient for LWV. It will help if you file all memos, publications, study outlines, consensus questions, position statements, official testimony, Times for Action on a particular subject in the same folder.
 4. The Historical Files referred to should be mainly for your local League records and local work on Program no longer active. These may be stored away and not included in your Working Files. State and national materials may be discarded when subject is no longer on the Program; reference copies are available in state and national offices.
- * Each Board member needs her own "mini-Working File" of correspondence, publications, and resource material as she carries on the day-to-day work of her portfolio. At the end of her term, these files must be turned over to the local president. This helps maintain continuity and allows the president to pass the file along to the next Board member as part of her orientation in that portfolio assignment. The State Office File Coding system described above will help keep these portfolio files in order too.

GUIDELINES FOR STATE STUDY PROGRAMS

I. Form Committee

Criteria: geographic location (widespread participation)
available time
experience/expertise/enthusiasm

II. Committee Meeting #1 (may need several meetings depending on scope of subject)

- A. Discuss final goal
e.g., consensus; information only, etc.
- B. Discuss specific projects to fulfill goal
e.g., publications, video presentation, etc.
Project choice(s) may be determined by:
 - budgetary limitations (check with office staff)
 - size of committee (don't ignore non-LWV resources)
 - committee commitment (involvement in this first planning process will help assure involvement in completing project)
- C. Assign any resource information needed to help determine what project will be.

III. Committee Meeting #2 (or more)

- A. Determine Project(s)
- B. Begin developing timetable
 - 1. Start from the end -- when must project be completed?
 - 2. See Sample Publication Timetable.
- C. Begin developing project (publication) outline
- D. Assign any of above tasks to subcommittee or individual for completion by next committee meeting.

IV. Committee Meeting #3

- A. Finalize project outline
 - 1. Discuss possible resources
 - 2. Assign all parts of outline to committee members by name
- B. Finalize timetable
Allow maximum time limits to provide for later revisions due to unforeseen circumstances and also to provide peace of mind
- C. Plan and assign inter-LWV communications
 - 1. State Board
Committee minutes, timetables, etc., must go to President, Development and appropriate program people for coordinated effort
 - 2. Local LWVs
Monthly communications via Board Memo (check office for deadlines);
initial committee guide (including timetable of what you will be doing, what's expected from them, and resource bibliography)
 - 3. Other state LWVs
The state office receives VOTERS and publications from several other state LWVs. It's always possible that someone else is, or has, done the same thing you are.

V. Subsequent committee meetings

- A. Monitor progress of projects
- B. Collect project assignments
- C. Periodically review timetable and outline for revisions
- D. Plan additional or complimentary projects
e.g., writing of committee guides, consensus questions, etc.

MORE

SAMPLE PUBLICATION TIMETABLE

1. Publication outline ready and assigned to researchers/writers on committee
 - Allow 4 to 6 weeks depending on scope of research and time of year (major holidays require additional time)
2. First drafts due from committee
 - Allow 1 week for committee editor to organize, find gaps or inconsistencies, and return to researchers
 - Allow 1 to 2 weeks for researchers to revise material and fill in gaps
3. Second drafts due from committee
 - Allow 1 week for revisions, retypings
4. Send to LWVMN Editor
 - Allow 1 to 2 weeks for editorial revisions
5. Revise draft and send to LWVMN on-Board readers
 - Allow 7 to 10 days for readers to comment and return
6. Revise draft and send to off-Board readers (off-Board readers must be approved by LWVMN Board in advance)
 - Allow 1 week for office to type, reproduce and mail to readers
 - Allow 2 weeks for off-Board readers to comment and return
7. Revise for final printing
 - Allow several days for revisions
 - Allow several days for office to type final copy
 - Notify printer in advance to schedule time and negotiate finished date
8. Deliver to printer
 - Allow 2 to 3 weeks for key lining, proofreading and printing. Time depends on size of publication and availability of committee person to proofread on demand.
9. Send to local LWVs
 - Coordinate with time of regular Board Memo mailings
10. Time committee guide and consensus questions for local LWV use
 - Allow 3 1/2 to 4 months for local Leagues to go through unit, consensus, Board approval process. Always wise to meet Minneapolis LWV deadline, since theirs is longest and you will then meet other LWVs deadlines.
11. Receive consensus returns from local LWVs
 - Allow 1 month for project committee to compile consensus returns and compose position statement (less time for short, simple consensus)
 - Allow 1 week for LWVMN Board to review and comment on position statement before presenting for official Board approval.

GUIDELINES (Might contain such advice as the following examples)

Review community situation carefully and honestly.

Is League nonpartisanship well understood?

Does your membership come from primarily one party and have this association in the mind of the community? (In which case, extra care must be observed.)

Seek outside advice before going ahead. (state Board advisor)

Be firm about resignation well before filing for office.

Instruct nominating committee to query plans for running and advise not to accept Board position if considering becoming a candidate.

Keep in mind commitment to nonpartisanship and be extra careful if you allow some activity.

Keep in mind other Leagues and how you will appear to their communities.

J. M. A. Nelson *Lucy Cushing* *Washburn*
HOW TO THINK ABOUT THE LWV NONPARTISANSHIP POLICY at PRECINCT CAUCUS TIME - *Jerry Jenkins*

WE encourage member attendance at precinct caucuses.

We encourage member participation in political parties.

LL BOARD MEMBERS cannot be as free in the abovementioned because:

1. Board members have agreed to full and real commitment to LWV activities while serving on the board. LWV gets first place in your volunteer service time.
2. Board members think about the health and welfare of LWV and to avoid doing anything try ~~to do anything~~ to tarnish the name of LWV (local, state, national) while they serve on the board.
3. Local League boards assess the local community and its understanding of the nonpartisanship policy. Local League boards know which members carry the League image in the community thus identifying which members have to be particularly careful about exhibiting partisan behavior.
4. Board members may pay party dues and give money to candidates. Disclosure provisions in proposed legislation on campaign financing is supported by LWV. The possibility of disclosure should not block financial support of candidates--yours or anyone else's.

Suggested guidelines: page 2 of Cushing's memo to Lucy

Reminders: LWV forms coalitions with other groups on issues. This means that we join together on the parts of legislation where we agree with the other groups. It does not mean we have embraced the entire positions of the other groups with which we work.

For your information: Delegates elected at precinct caucuses serve for two (2) years.

They are not "party officers".

GENERAL INFORMATION FOR STATE BOARD MEMBERS

State Board members are chosen for their willingness, their effectiveness and initiative in determining policy and helping with overall League responsibilities, especially as a generator of ongoing leadership, and for their ability to handle their own portfolio. The Board of Directors of the League of Women Voters of Minnesota approves, modifies or rejects plans, policies and programs initiated by Board committees or suggested by off-Board members, and then delegates responsibility for implementation to the Board members, and/or committees or staff concerned.

State Board members concentrate on planning activities for all LWVMN members, rather than for their own local League or their own fields of special interests. Every member of the Board has specific responsibilities, but the Board works as a team, and every Board member is responsible for full Board decisions.

Be informed Read: IN LEAGUE - Guidelines for League Boards and
 A GUIDE TO ORGANIZING LEAGUES

Board Materials

Each Board member needs certain tools. You should have the current state and national programs, budgets, Bylaws, Publications Catalogs, and LWVMN Style Guide, as well as materials and correspondence relating to your specific portfolio. These should be given to your successor at the end of your term. Please throw away material which is no longer pertinent.

You will receive copies of all material sent out by the state and national offices. Additional tools or material may be ordered through the state office. Sometimes when we have only one copy of an interesting publication, we will mark it for attention of certain Board members. Please indicate that you have read through the material by checking off your name, then pass the material on to the next person or return it to the office for filing.

Files

It is very valuable to the LWVMN and to your successor to have a record of all the work you have done. A log of activities covering the issues you have addressed and the action taken is a necessary part of your file. Keep Board Memos, Board minutes, VOTERS, and Program materials.

State Board Meetings

Board meetings are held monthly, except July and December. They are usually on the second Tuesday of the month at the state League office, 555 Wabasha Street, St. Paul. There is a free parking lot behind the building. Ten days before the meeting you receive a Request Form to use if you have a matter you wish to present to the Board for their information, for discussion or for action. Any action item must include a written formal motion. An agenda including these requests is sent to you prior to the meeting. Bring the previous month's minutes to Board meeting for possible corrections; extensive corrections should be presented in writing.

Board meetings start promptly at 9:30 a.m., and Board members are expected to stay until the end of the meeting, which is usually about 2:30 p.m. Please call or write the president or the office if you must be absent from a Board meeting. Three consecutive absences without valid reason constitute a resignation.

Board Memo

For economy we try to make only one mailing per month to local Leagues. This mailing, which includes the Board Memo, is sent from the state office within 10 working days after each state Board meeting. Material for the Board Memo should be brought to the Board meeting; additional material should be in the office within three days. Board members are responsible for communicating with their counterparts on local League Boards. The Board Memo is a good medium for such communication.

MN VOTER

The MN VOTER is our only direct every-member publication. Keep this in mind when writing articles. Also remember that the VOTER is published only six times a year. Content of the VOTER is total Board responsibility, and Board members asked to write articles should do so promptly. Because space is limited in the VOTER, articles may have to be shortened. Deadlines are announced at Board meetings.

Committees

Each Board member serves on a number of standing committees to share ideas, talents and experiences. These committees give you a chance to learn and practice many aspects of your job -- advising, planning, evaluating, determining a position from consensus, reading resource material, helping prepare discussion outlines. Committees accomplish four major objectives:

- they increase member participation on the state level
- they train future state leaders
- they help local Leagues, through their representatives on these committees, to understand League activities and needs on the state level
- they save precious Board time

Each Board member is responsible for organizing his/her own committee of on-Board and off-Board members. Committee plans must be presented to the state Board for approval and may be modified or rejected. Implementation of plans is the responsibility of the chairman and committee. Names and telephone numbers of the committee should be on file in the state office. The president is ex-officio member of all committees except the Nominating Committee and usually attends committee meetings. Clear meeting times with the office so they may be listed on the calendar. Send minutes of committee meetings to all Board members. Committee members must submit expense vouchers. (Vouchers are supplied by the office and allowable expenses are explained.)

Correspondence

Date everything you write -- month, day and year. Include full names of person writing and receiving each letter and the name of the local League. Use state League letterhead and make carbons for the office files, and for your own files; or material may be sent to the office for typing, duplication and distribution. Use the LWVMN Style Guide. The national Board sends a copy of correspondence with local Leagues to the state president.

Field Work

As a state Board member, you should keep in close touch with local Leagues to learn what their members are doing and thinking, and what they want and need from their state Board. Each Board member serves as consultant to three local Leagues. This means visiting and

getting to know these Leagues, reading their minutes and their bulletins, and giving advice and help as needed. Visits and telephone conversations should be recorded on Report of Visit forms, with an original for your own file and one copy for Field Service chairperson to read and pass on to the Field Service secretary; or the report may be sent to the office for typing, duplication and distribution. When local Leagues ask a question or need help, answer promptly with copies distributed as above.

One of your main responsibilities is to foster good working relationships between local Leagues and the state Board through mutual respect and understanding. Share the fun, and the information and inspiration with the rest of the state Board.

If you don't know how to answer a local League question, call the Field Service chairperson, the president or another Board member. When you give advice verbally, write a memo confirming the advice given. The memo will serve as a reference for you and will be a protection to you against being misquoted. Try to let the Field Service chairperson know when you intend to visit a local League so you will be aware of any necessary information.

Public
Relations

Our success is enhanced by good public relations. PR is more than a flood of press releases. PR is doing good, and letting everybody know about it in any way possible. A positive, enthusiastic state Board member in contact with other League members and the general public can do more for LWV effectiveness than any amount of PR.

Time for
Action

The president is responsible for the official response to national "Time for Action," but it is the portfolio chairperson who drafts the response. All Board members receive this information and should follow through when the request is for general support.

When you feel constituent support is needed for pending state legislation, first ask the Action chairperson for approval. Information sent to local Leagues should include the number and name of the bill, the authors, an explanation of the intent of the bill, a statement of League position which applies, the kind of action to be taken (letters, personal contact) and when the vote is expected. There should be enough information so local League members can discuss or write intelligently on the legislation in question. A limited Time for Action can be used when only a few legislators need to be contacted, and local League leaders can be contacted by telephone if time is limited and the issue is of great importance.

Master
Calendar

To avoid conflicts in scheduling state office meetings, we keep a master calendar in the state office. The office and the president should know when you plan a meeting, and when you will be out of town.

State
Office

State office staff does the League's office work. When you need clerical work done, give the material to them in readable form. All work should be channeled through the office manager. There should be no telephone dictation except in an emergency.

The staff should be not expected to make policy decision, nor should it be expected to give advice, but it is a fine source of information, especially on recent League history. Questions about office procedures should be referred to the president and office manager.

Office Files - Get acquainted with the permanent files for your portfolio.
Library Periodically check portfolio-related books, pamphlets and other literature to make sure they are pertinent and up-to-date.

There is a folder for each Board member on the office manager's desk; check yours whenever you are in the office. Important materials in Board members' folders are mailed each Friday.

Publications State Program publications shall be reviewed before printing by an editor and by two reading committees, on-Board and off-Board, approved by the Board. (See Policy sheet for further guidance.) The first draft is read by the editor, and modified, corrected and clarified. Then it is read by on-Board people and modified, then by off-Board people and "experts" before the final draft is prepared for publication. Other state publications are read by the president and/or the first vice-president before publication.

POLICIES

Policies adopted by the League of Women Voters of Minnesota, herein after referred to as LWVMN, will be reviewed annually by the Board of Directors.

Suggestions for policies may be made by any member of LWVMN, its staff, its officers or Board of Directors. The Board of Directors shall adopt all policies.

Following a policy's adoption by the Board of Directors, the office manager will prepare procedures for review by the Office Management Committee to be sure that the procedures conform with the intent of the Board of Directors.

Nonpartisan

A Board member must consult with the president before seeking an elective office. Consideration should be given to the necessary time commitment and to any possible conflict of interest.

With the exception of the president, Action chairperson, and the Citizen Information/Voters Service chairperson, Board members may be delegates to party conventions up to the district or county level. Further involvement in party politics implies an active and highly visible role and negates the nonpartisan policy.

Board members are encouraged to attend precinct caucuses and urge adoption of resolutions compatible with League's positions.

Use of Membership Lists

Rosters of state League members and local League presidents are not available to any organization or individuals outside the League unless authorized by the state Board.

Office Staff Work Outside Office

Requests for paid LWV staff to work outside the office should be cleared with the appropriate portfolio chairperson and authorized by the president. (Examples: staff member help in legislature, staff member consultation with local League, or staff member work at conference or workshop.)

Reimbursement of Board Member Expenses

Board members must submit monthly expense vouchers whether they wish to be reimbursed or not. Expenses should be listed for all functions state Board members are required to attend. The voucher form defines categories and allowable amounts.

Nondiscrimination

No League meeting will be held in a place which is known to discriminate on the basis of race, religion or sex.

Local League Relations

State Board members are expected to be a member of a local League and to participate as fully as possible. A Board member should not act as consultant to her local Board.

Consensus Questions

When a consensus is planned, the state Program Committee submits questions to the Board well in advance of publication for comment and revision. The resource materials should be used to pre-test the questions on a representative sample of local League members before the questions are submitted to the Board.

Editing of Written Material

All written permanent material sent to local Leagues, with the exception of the Board Memo, should be edited by the Editorial chairperson.

Publications

All publications are reviewed by the president.

All state Program publications are submitted to an editor and to two reading committees made up respectively of on-Board and off-Board members and outside "experts" before the final draft is approved and prepared for publication.

The Publications chairperson computes the selling price and number of publications to be ordered, based on the pricing policy. The Board is notified of the decisions made.

All publications should have a code and proper identification and address.

Pricing Policy

Goals:

Cost to members should be as low as possible but sufficient to allow break-even pricing.

Cost of League publications to members will be less than the cost to the general public.

Some publications may need to be subsidized to assure a low enough price for mass distribution.

Pricing Formula:

Prepublication expenses PLUS cost of printing, DIVIDED by quantity ordered EQUALS official price. PLUS postage and handling charge.

Prepublication expenses should recover the following: typing and proofing time, copying costs and supplies, postage and stationery cost of drafts sent to readers, travel expenses, costs of billing.

Other costs to be considered are the number of complimentary copies, promotion, noncollectables and overhead or contingency expenses.

Billings and Returns:

- * State office will bill local Leagues for price of publication plus postage and handling. (No prepayment of orders.)

- * There will be a \$1.00 minimum order for state publication mail orders.

- * All sales are final. There will be no returns or refunds.

Examination Copies:

Persons wishing to examine a book for text adoption may request a 30-day examination copy. If an order for at least 20 copies is received within 30 days, there will be no charge for the examination copy. Otherwise, the book should be returned or the person billed.

Statewide Meetings

Registration and other costs are approved by the Board. All meetings are designed to be self-supporting. Costs of attendance by Board members, materials distributed, staff time, etc., are figured into the registration cost.

Members-At-Large

Members who pay dues to the state office rather than to a local League or unit receive a state DPM, the Minnesota VOTER, LWVUS VOTER and one or two selected LWVUS publications a year. (1976 LWVUS Convention voted that MAL's can be voting delegates.)

Board Member Participation at State Convention and Council

Board members are voting delegates at state Convention and Council. The elected Nominating chairperson and Budget chairperson are also voting delegates. The League's Articles of Incorporation state, "They (the officers and board of directors) shall hold office until the conclusion of the next regular biennial convention, or until their successors have been elected and qualified." Therefore, members who are up for election to state Board and are not local League Convention or Council delegates can not vote but may have the privilege of the floor only if granted by the chair.

Board members are encouraged to attend Convention and Council caucuses but must not lead or dominate the discussion.

Action

League action in the legislature is authorized by a committee which includes the president, Action chairperson, and Item chairperson, if the need arises between Board meetings. Such action must be reported at the next Board meeting.

Local Leagues may take action on the local level under a state Position if the membership is backgrounded on the issue, LWV Position and the action being taken.

Local Leagues may take action on the state level under a local position on three conditions: (1) The legislation must not be statewide in scope. (2) Every local League must be notified of the proposed action, with no objections. (3) Approval for such action must be granted by the state Board.

Approval of Testimony

Any formal statement made in the name of LWVMN must be approved by the Action chairperson and vice president in charge of Program. Testimony must be written, with copies for office file and Board members. No approval for testimony can be given over the telephone.

Attending Conferences or Meetings

Board members who attend meetings or conferences related to their portfolios, should ask Board approval for expenses beforehand.

Resignations

A Board member who wants to resign should do so by a letter to the president. The letter will be read at the next scheduled Board meeting for acceptance by the Board.



LEAGUE OF WOMEN VOTERS
OF MINNESOTA

PHONE (612) 224-5445

555 WABASHA • ST PAUL, MINNESOTA 55102

State Program 1977-79

Pm - T

Memo to: Local League Presidents
From: Mary Watson, 1st Vice President, Program Action
Date: Sept. 24, 1976

Now is the time to start your planning for the Program for the next biennium. This is the opportunity for our basic grass roots participation. The chance for each member to have a voice in the decision.

Timetable

- Oct. - Appoint Program planning committee
- Nov.
or
Dec.
or
Jan. } - Unit meets to consider Program
- Feb. 21 - First round suggestions due in State office
- March Board - State board proposed Program sent to local Leagues
Memo
- April 25 - Second round suggestions due in State Office
- June 2,3 - Program adopted by State Convention

Committee responsibilities:

Review Sept.-Oct. MN Voter
MN Program for Action 1975-77

Use your bulletin to explain the importance of the process, explain how it works from unit→ local board→ state board→ state League Convention

Work with Membership chairperson to inform and involve new members.

Program making meeting should have a discussion leader and a recorder; the recorder should indicate minority choices. Program suggestions must be included in First Round suggestions to be eligible for consideration at Convention. The recorder's report should be submitted to the local League board.

Remember consideration of Program includes present Program; recommendations may include dropping items if you consider them no longer relevant.

Use the State Board Memo to communicate with other Leagues and to garner support for your Program suggestions.

State Program Recommendations 1977-79
First Round

Recommendations must be in the state office by Feb. 21, 1977

Following is the official recommendation for the 1977-79 state Program submitted by the League of Women Voters of

(name of local League)

<u>Subjects</u>	LIST ONLY THOSE SUBJECTS YOUR LEAGUE WISHES TO SEE ON THE PROGRAM
<u>Recommended</u>	(including new subjects, current Program subjects - or parts of - and/or combinations of new and old subjects.

<u>Issues and</u> <u>Emphases</u>	SUBJECT BY SUBJECT, indicate the issues expressed in terms of questions and problems your League wishes to emphasize. On subjects the League has studied and reached consensus, list the positions your League wishes to maintain. For each subject describe how the League should approach the issues and what action is foreseen.
--------------------------------------	---

Wordings

OPTIONAL: If your League has developed wordings for your Program recommendations, please state each wording here.

Program
Making

Please explain briefly the method by which your League arrived at your recommendations. Include a description of the extent of member participation.



LEAGUE OF WOMEN VOTERS
OF MINNESOTA

PHONE (612) 224-5445

555 WABASHA • ST PAUL, MINNESOTA 55102

ANNUAL MEETINGS

League of Women Voters of Minnesota, 555 Wabasha, St. Paul, MN 55102 - February 1977

Annual Meetings are the Beginning of a new League year as well as a summing-up of the past year. They should be lively and satisfying. This sample agenda and "script" are designed to help you make them so.

THE ANNUAL MEETING

A successful Annual Meeting begins with careful planning by the Board and includes:

1. Membership involvement on various planning committees - hopefully, an off-Board Chairman.
2. A realistically timed agenda faithfully adhered to.
3. Minimum time for routine matters, maximum time for matters such as local Program and budget.
4. Imaginative handling of reports, budget, local Program, etc.
5. Lively and fruitful discussion of Program proposals.
6. Some fun too!

Where to begin:

1. Check your local Bylaws (Article VII, Sec. 2) for the time for the Annual Meeting and (Sec. 3) for the number of members necessary for a quorum.
2. Check the nominating committee requirements (Article VIII). Did you appoint the necessary complement following the last Annual Meeting? Does the nominating committee know what offices need to be filled? Are they working and meeting? The report of the nominating committee must be sent to the membership one month before the Annual Meeting.
3. Appoint the budget committee (Article VI, Sec. 4). The proposed budget must be sent to the membership one month before the Annual Meeting. Does the budget committee have the necessary materials?
4. Appoint a committee to review the Bylaws. Any changes must be sent to the membership at least one month before the Annual Meeting. Send proposed Bylaw changes to the state Board for comment and advice.
5. Think about your local Program! What will it be? Encourage membership participation in the recommendation procedure. Have reports of the Observer Corps or "Lively Issues" in your bulletin. Possibly appoint a committee charged with developing and researching some "Lively Issues" on the local scene. Check Article IX for procedures, but remember that two months before the Annual Meeting the Board will consider all recommendations and will formulate a Proposed Program. Read IN LEAGUE: Guidelines for League Board, beginning on page 34 for Program-making tips. The proposed Program must be sent to the membership one month before the Annual Meeting. Appoint an arrangements committee. This is an excellent place to use new members. This committee can relieve you and the Board of the details of meeting place, reservations, menu (if any), name tags, decorations, etc.
7. Some Leagues appoint a parliamentarian.
8. Arrange for an audit of the treasurer's books.

On the day of the Annual Meeting:

1. Get there early. Check with your chairman on last-minute details (is the "mike" on, do they know when to serve lunch, etc.?)
2. Have an agenda written out. Have you alerted everyone who must report?
3. Using the attached local League Annual Meeting guide and sample agenda may help expedite the business of the day.
4. Have copies of proposed Program, budget, Bylaws changes, and slate of officers to give members attending the meeting.
5. Have "Roberts Rules" or "Simplified Parliamentary Procedure" (LWVUS) available and at your fingertips. Be familiar with it. Briefly rehearse the agenda with appointed parliamentarian if you have one.

After the Annual Meeting:

Send to the state office:

1. Information for state mailings (form provided)
2. Local League Board List
3. Budget as adopted (form provided)
3. Program as adopted (form provided)
4. Bylaws changes, if any
5. Minutes of the Annual Meeting

SAMPLE AGENDA FOR A LOCAL LEAGUE ANNUAL MEETING

(This is based on a luncheon meeting lasting about three hours, but it can be adapted to suit your convenience and your League. You may prefer to have the business meeting in the morning followed by a luncheon and speaker.)

12:00 - 12:30	<u>Social Hour</u> (Membership committee may act as hostesses to encourage mingling and to introduce people and see that everyone is seated on time.)	(Treasurer at table to collect dues. Door Chairman to collect for meal. Publications display and sale. Name tags.) (Allow time for tables to be cleared.)
12:30 - 1:45	<u>Lunch</u>	
1:45 - 1:50	<u>Welcome and Introductions</u>	
1:50 - 3:00	<u>Business Meeting</u>	
	Call to order	
	Minutes - approval of the last Annual Meeting or appointment of reading committee	
	Treasurer's Report - acceptance	
	Auditor's Report - adoption	(need motion and majority vote)
	President's Annual Report	
	Report of the Budget Committee	(presentation of the budget)
	Discussion of the Budget	
	Adoption of the Budget	(majority vote)
	Presentation of Proposed Bylaws	
	Changes	
	Discussion	
	Adoption of Changes	(requires a two-thirds majority)
	Presentation of Proposed Program	
	Presentation and consideration of Not-Recommended items	(majority vote required for consideration)
	Discussion and debate on all Program items - recommended and not-recommended	(Be sure to allot time for each item and encourage pro and con discussion. Board members should be prepared to state why item not recommended. Maximum member participation should be encouraged.)
	Adoption of Program	(Majority vote for recommended items, three-fifth for not-recommended items. Check Bylaws.)
	Discussion of Adopted Program	(The Board needs to know the scope, focus, and emphasis desired by the members.)
	Report of the Nominating Committee	(Ask nominees to rise.)
	Nominations from the floor	
	Election	
	Special Reports	
	Thank you's and acknowledgements	
	(Turn the meeting over to the new President who may wish to greet the members and make some brief announcements.)	
	Direction from the Floor	
	Adjournment	

LOCAL LEAGUE ANNUAL MEETING GUIDE

"Will the _____ Annual Meeting of the League of Women Voters of _____ please come to order? In accordance with our Bylaws, there is a quorum present to conduct the business of the meeting." (Check privately beforehand with your secretary to be sure that a quorum is present. Otherwise the business meeting cannot go on.)

"The official recorder or secretary of this meeting is _____. Our parliamentarian is _____."

"It is customary that minutes of the Annual Meeting be approved by a special committee as soon as possible following the Annual Meeting. Last year's Annual Meeting minutes were so approved. If there is no objection, the Chair appoints _____, _____, and _____ to read and correct the minutes of this _____ Annual Meeting." (If your League has not used this system previously, then the minutes must be read aloud by the secretary or be written out in the workbook or some other way so that they are available to all members. The Chair then follows the standard procedure of "are there any additions or corrections to the minutes, etc.?" A motion is then needed to approve the minutes or the corrected minutes. Majority vote needed for approval.)

Treasurer's Report: "We will hear the Treasurer's Report. (Call on treasurer who explains her report and answers any questions pertaining to it.) Are there any other questions? If not, the Treasurer's Report shall be accepted and placed on file. The treasurer's books have been audited by _____. May we have the report."

Auditor's Report: The secretary reads the auditor's report. (Since this is a routine matter, the Auditor's Report is considered adopted, or the secretary may move, "President, I move the adoption of the auditor's report." Majority vote needed.)

Budget: (The budget is usually the next order of business, but occasionally proposed Bylaws changes are moved up to this position if the adoption or non-adoption of the changes would have an effect on the business to follow. For example, if there was a Bylaw proposal to raise the dues and if the proposed budget was based on the increase in dues, it would then be necessary to make sure that the proposed change has been adopted before voting on the new budget.)

"Will you please refer to the proposed budget for the coming year. (Members have received it as they entered or have found it at their seat.) _____, Budget Chairman, will present the budget as proposed by the budget committee and as recommended by the Board." (The Budget Chairman explains the budget and moves the adoption of the budget as presented. Requires a second. Under discussion of that motion, the budget may be read item-by-item, and opportunity is given for amendments. Vote on each amendment as proposed in a motion.) "We will not vote on the budget as presented (or amended)." (Majority vote required.)

Bylaws: "Will you please refer to the proposed Bylaws changes." (Members should have a copy in front of them and should have received them in writing one month prior to the Annual Meeting.) "_____, Chairman of the Bylaws Committee, will present the proposed Bylaws changes." (The Chairman reads them and moves the adoption of the proposed amendments. "Is there any discussion?" (The president then goes over each change separately asking for amendments.) "We will now vote on the motion to adopt the Bylaws changes as proposed (or amended)." (Requires a two-thirds vote.)

(When Bylaws are amended, the local Board should make sure that copies of the amended Bylaws are made available to the members and the Board and that they bear the notation "as adopted on _____ day _____ year and amended _____ day _____ year" - listing they have been amended.)

Program: "We will first consider the proposed local Program as recommended to you by your Board and sent to you in the last issue of the bulletin. Adoption of the proposed Program will require a majority vote. Non-recommended items may be introduced for adoption, but first must be moved for consideration. If you wish to consider a not-

recommended item, you must do so in the form of a motion. This motion needs a second, is not debatable, and requires a majority vote. If a not-recommended item is voted consideration, a three-fifths (check your Bylaws) vote is necessary for its adoption. We will have the presentation and discussion of all items, both recommended and not-recommended, before we vote on adoption so that you may hear all of the discussion before voting.

"_____, Board member, will present the first recommended item." (The Board member will move the adoption of the item, giving the exact wording. The motion requires a second. She will then explain the item after the second. If your Board is recommending more than one item, the same procedure is gone through with each item. You do not vote at this time; that follows introduction of all recommended and not-recommended proposed Program.)

"If there are any not-recommended items, this is the time to present them." (Any member wishing to present a not-recommended item may do so by moving consideration of the item, giving the exact wording. Motion requires a second. She may present a very brief statement of reasons for presenting it. No discussion at this time. The Chair calls for the vote. Majority vote is required for consideration. If the not-recommended item is voted consideration, the person who proposed it then moves the adoption. Second required. It is a good idea to write all not-recommended items on a blackboard or have them printed in advance, so that everyone can see the wording.)

"We will now have discussion and debate on all recommended and not-recommended items. We will discuss them in the order in which they were presented." (Allow time for discussion for each item and get direction from the membership as to the scope of each item. Board members should be prepared to tell why the not-recommended item was not recommended. The Chair calls for the vote on the items after all discussion is completed. She reads the wording of each item before the vote and after the vote declares whether the item was adopted or not. At the conclusion of the voting, the Chair announces the final Program as adopted, or you may vote on all items at the same time by means of a written, secret ballot. Remember - a recommended item requires a majority vote; a not-recommended item requires a three-fifths vote. Check your Bylaws.)

Occasionally a member who desires a one or two-item agenda may move that the local Program be limited to one or two items. This motion is out of order, and the Chair should explain that all items - recommended and not-recommended - are legally before the meeting and that each must be voted on. She may further explain that members who are interested in limiting the Program achieve this result by voting for only the number of items they would like to have on the Program. A motion to reconsider may be used by a member if she feels that the adopted Program is too large. In this case, she must have voted on the prevailing side; the person who seconds the motion does not. The motion to reconsider requires a majority vote. If reconsideration is voted, the original motion is then before the meeting as though no previous vote had been taken. This same process to reconsider may be used by a member whose item has been defeated.)

"You have adopted the following as your local Program for the coming year:_____."

Nominations: "_____, Chairman of the Nominating Committee, will read the report of the committee." (Call on Chairman, who reads the slate. No action is taken on her report.) The Chair declares that nominations are now in order from the floor provided the consent of the nominee has been obtained. The nominating committee has nominated _____ and _____. (Have each nominee stand as you call the office and name. After you have run through all the offices and asked for nominations for each, again ask for any further nominations.) If there are no further nominations, the Chair declares the nominations are closed."

(Paper ballots may then be passed out and members vote. The Chair appoints an elections committee to count the votes and report to the meeting.)

OR

"The Chair will entertain a motion that the nominating ballot become the elective

ballot." (Must be moved and seconded from the floor; majority vote required.)

"The Chair instructs the secretary to cast a unanimous ballot. The Chair declares the following are elected: _____, _____, _____, etc."

Special Reports: (Some Leagues include more than the above mentioned in the agenda of their Annual Meeting. These may be special reports such as the President's Report, committee reports, Program or portfolio chairpersons' reports, etc.)

(Thank you's and acknowledgements)

Should this be an election year for your League's presidency, you may turn the meeting over to the new president who may wish to greet the members and make some brief announcements (about time of Board meeting, for example).

Direction from the Floor: (Use this time to draw out members' opinions and feelings about how the League operates as well as on development of Program and services.)

Announcements

Adjournment: "Is there any further business to come before this meeting? If not, we are adjourned." OR "The Chair entertains a motion that the meeting be adjourned." (Motion is made from the floor, requires a second, and a majority vote.)

Important Tip: Do not assume that all chairmen are aware or informed about their responsibilities at the Annual Meeting. A phone call to each individual Board member participating or a "dress rehearsal" at the previous Board meeting insures smoothness and continuity, and is strongly recommended.

Be sure that someone is prepared to make all necessary motions and to serve as tellers, credentials committee, etc.

INFORMATION FOR STATE MAILINGS

Please complete and send to the state office immediately following annual meeting.

LWV of _____

President: _____
(Last) (First) (Husband's)

Address _____
(Street/Box #)

(City) (Zip)

Phone: _____
(area code)

Treasurer: _____
(Last) (First) (Husband's)

Address _____
(Street/Box #)

(City) (Zip)

Phone: _____
(Area code)

If applicable:

Office address _____

Phone _____

I prefer mail sent to: Home () Office ()

If changes in names or addresses occur during the year, please notify the state and national offices IMMEDIATELY.

LWV of _____ City _____ Zip _____ Date _____

[illegible]

(continue on side 2)

League of Women Voters of Minnesota, 555 Wabasha, St. Paul, Minnesota 55102 - March 1975

League of Women Voters of _____

Adopted Local Program for _____
(year)

(Include CMAL or county item if your League has one)

(Include a statement of your position on each item where appropriate)

LEAGUE OF WOMEN VOTERS OF _____, STATE

EXPENDITURES:

1. Maintenance of equipment
2. General supplies
3. Postage
4. Telephone and Telegraph
5. Insurance
6. Office expenses
 - a. rent
 - b. salaries
 - c. Payroll taxes
7. Bank charges
8. Audit
9. Capital expenditures
(Cost of accrued funds f

[illegible]

Sub total

1. President
2. Secretary
3. Treasurer
4. Board tools and expenses
5. Administrative Committees
 - a. Finance
 - b. Membership
 - c. Unit Organization
 - d. Public Relations
 - e. Budget
 - f. Nominating

\$ Sub total

1. State Convention (Council)
2. National Convention
3. ILO, Council, delegate expenses
4. Annual meeting
5. Workshops
6. Other meetings

\$ Sub total

1. River Basin Group, etc.
2. ILO (County Council) support
3. Support for state and national services
4. Per member payment
(members @ \$)

\$ Sub total

E. BULLETIN

1. Supplies
2. Postage
3. Other

\$ _____

\$ _____
Sub total

F. EDUCATIONAL ACTIVITIES

1. Publications
 - a. Purchase plus distribution costs
 - b. Production plus distribution costs
2. Program committees
 - a. National
 - b. State
 - c. Local
3. Citizen Information
(List each activity; for example, Voters Guides,
Candidates Meetings, etc.)
 - a.
 - b.
 - c.
 - d.

\$ _____
Sub total

G. POSITION SUPPORT

1. Publications on League positions
 - a. Purchase and distribution
 - b. Production and distribution
2. Action activities including lobbying
 - a. National
 - b. State
 - c. Local

\$ _____
Sub total

\$ _____
GRAND TOTAL

INCOME

- A. Dues (_____ members @ \$ _____)
- B. Contributions
 1. Member
 - a. cash
 - b. noncash
 2. Nonmember
 - a. cash
 - b. noncash
- C. Publications
- D. Other sources
- E. From reserves
- F. From reserves deposited with Education Fund

\$ _____
TOTAL



**LEAGUE OF WOMEN VOTERS
OF MINNESOTA**

PHONE (612) 224-5445

555 WABASHA • ST PAUL, MINNESOTA 55102

PROGRAM MAKING - ROUND TWO

To: Local Leagues
From: Mary Watson, Chairman, State Program-Making Committee
Date: March 15, 1977

A disappointingly small number of Leagues - 30 - participated in the program suggestions in time for them to be reviewed by the State Program-Making Committee. All but three Leagues wanted to retain present positions; these three Leagues wanted a re-study of the process of amending the Constitution. Nine Leagues strongly recommended no new program study be adopted - indicating the greatest unanimity of opinion. There was great interest in Minnesota's energy problems and alternative sources of energy. A study of the Human Rights Department, Library Funding, Voter Registration, Full or Part-time Legislature, and Consolidation of School Districts were of next greatest interest.

The State Board recommends that no new program be adopted for 1977-79 and that present positions be retained. Minnesota's energy needs and alternative energy sources can be supplied as up-date material with no consensus required.

One League has indicated that no new program has a negative sound; other LL's indicated that even though they don't want a new program, they do want up-dates in many program areas. If the program load has seemed heavy, this could be a biennium of up-dates and new information for lively meetings. No new program does not mean inertia and stagnation; it does mean deeper exploration on present program and a chance to explore the interrelationships.

Criminal Justice (includes Corrections and Judiciary)

- Support of a correctional system responsive to the needs of the individual offender and of society;
- Support of a judicial system with the capacity to assure a speedy trial and equal justice for all;
- Support of sentencing decision based on circumstances in relation to the crime, the offender and the effect on public safety. These decisions are to be made by the judge with legislative guidelines.

Natural Resources (formerly Environmental Quality)

- Support of measures to reduce generation of solid waste;
- Support of an overall land use plan with maximum cooperation and implementation at the regional and local level, with state help in developing and exercising land use management, with opportunity maximum local decision making and with regional planning and regulation for matters of more than local concern.

Human Resources/Equality of Opportunity

- Support of policies to insure equality of opportunity in employment, housing, public accommodations, education, and other public services for all persons.
- Support of administrative enforcement of anti-discrimination laws. Support of state responsibility for and responsiveness to Indian citizens.

Education

- Support of increased state responsibility in creating equal public educational opportunities for all Minnesota children through measures to correct racial

(Over)

imbalance and ensure adequate financing of public schools. Support of categorical aid to school districts which have high salary costs per pupil unit. Such aid should not preclude careful planning and evaluation of local school district expenditures. Support of consideration of enrollment fluctuations when determining pupil units for calculating foundation aid. In the case of declining enrollment, LWVMN supports extending beyond two years the time for reducing pupil unit counts.

Study of tenure laws (public employment regulations) and the impact of public employee bargaining laws as they apply to schools.

Election Laws

Support of improvements in election laws regulating campaign practices, election procedures, voting and school district elections.

Organization of State Government

Support of improved structure and procedures for the Minnesota Legislature and Executive Branch; support of an improved process for amending the Minnesota Constitution.

Financing Government

Support of property tax reform:

Study of the source and distribution of state revenue;

Study of the effects of shifting tax burdens;

Evaluation of the most equitable and effective method of funding services to all levels of government.

This is only the first act! Leagues can consider the following non-recommended items for second round consideration; we hope more of you will participate. This is your choice for 1977-79!

These subjects proposed by a significant number of Leagues:

Funding of Libraries

Election Registration Laws; Study of Election Day Registration.

Government - Study of Legislature, Full or Part-time, Size and Compensation;
Study of Amending Process

Education - Consolidation of School Districts

Human Rights - Study of Human Rights Department

These subjects were suggested by one or two Leagues:

State Health Insurance

Gun Control

Copper Nickel Mining

T.V. Programming

Rural Public Transportation

Trespass Laws

Hazardous Waste Disposal

Eminent Domain

Second round proposals are due April 25; no new suggestions (only those listed above) can be given consideration.

League of Women Voters of Minnesota, 555 Wabasha, St. Paul, Minnesota 55102 - March, 1977

SECOND ROUND PROGRAM MAKING
(Return to state office by April 25, 1977)

League of Women Voters of _____ No. of members
participating _____

. We accept the March, 1977, 1st round Program Recommendations without additional changes.

Yes _____ No _____

. We want to change the March, 1977, 1st round Program Recommendations as follows:
(See Program for Action 1975-77 for full statement of position.)

CORRECTIONS:

JUDICIARY:

ENVIRONMENTAL QUALITY:

EQUALITY OF OPPORTUNITY:

EDUCATION:

ELECTION LAWS:

ORGANIZATION OF STATE GOVERNMENT:

(Over)

FINANCING GOVERNMENT:

- . We propose a new study: (This must be an item(s) from the non-recommended listing on page 2 and 3 of attached material. If it expands one of the items on the other side of this page, it should be listed there and not under this classification.)

(If more space is needed, please attach additional sheets to this.)

This is not going on DPM
March 1977

TO: Local League Presidents
FROM: Organization Division
RE: Basic information for office records

We request your help and cooperation in completing the enclosed form as soon as possible after your annual meeting so that our records may be brought up to date.

Please type or print the information requested so that it is easy to read and attach a copy of your League's adopted budget for fiscal year 1977-78.

After National Council, a packet of materials will be sent to all Leagues containing information on national subscriptions services, where to send bulletins and other publications, a national board list and other useful information.

Again, thank you for taking the time to complete the enclosed form.

TO BE RETURNED:

- 1) Names and addresses of president and treasurer.
- 2) Adopted local budget for 1977-78.

League of Women Voters of the U.S.
1730 M Street, N.W.
Washington, D.C. 20036

This is not going on DPM
March 1977

PLEASE SEND THE FOLLOWING INFORMATION TO THE NATIONAL OFFICE AS SOON AS POSSIBLE.
THANK YOU.

Information for National Mailings/Adopted Budget

League of Women Voters of _____
(Community) (State)

Office Address: _____
(if applicable) (Street Address or Box No.)

(City) (State) (Zip)

Office Telephone (if applicable): _____
(Area Code) (Number)

Even if there are no changes in officers at this year's annual meetings please complete this information for president and treasurer.

1) PRESIDENT: Ms. _____
Miss _____
Mrs. _____ (First Name) (Middle) (Last Name)
Mr. _____
No Designation _____

Spouse's Name (if applicable): _____

Home Address: _____
(Street Address or Box No.)

(City) (State) (Zip)

Home Telephone: _____
(Area Code) (Number)

Where do you want mail sent? Office ☐ Home ☐
Other ☐ _____
(Street address or Box No.)

(City) (State) (Zip)

2) TREASURER: Ms. _____
Miss _____
Mrs. _____ (First Name) (Middle) (Last Name)
Mr. _____

No designation _____
Spouse's Name (if applicable): _____

(Street Address or Box No.) (City) (State) (Zip)

If changes in names and addresses of president and treasurer occur during the year, please notify both the state board and the national office immediately.

3) BUDGET: Please attach a copy of your League's adopted budget for fiscal year 1977-78.

Umin

This is not going on DPM

March 1977

TO: ILO Presidents

FROM: Organization Division

RE: Basic Information for Office Records

We request your help and cooperation in completing the enclosed form as soon as possible after your annual meeting so that our records may be brought up to date.

Please type or print the information requested so that it can be read easily.

Thank you for taking the time to send us this important information.

League of Women Voters of the U.S.
1730 M Street, N.W.
Washington, D.C. 20036

This is not going on DPM

March 1977

PLEASE SEND THE FOLLOWING INFORMATION TO THE NATIONAL OFFICE AS SOON AS POSSIBLE.
THANK YOU.

Information for National Mailings/Adopted Budget

League of Women Voters of _____, ILO
(County, Area or Region) (State/s)

Office Address: _____
(Street Address or Box No.)

(City) (State) (Zip)

Office Telephone (if applicable): _____
(Area Code) (Number)

Even if there are no changes in officers at this year's annual meeting, please complete the information for president and treasurer.

Ms. _____
1) PRESIDENT: Miss _____
Mrs. _____ (First Name) (Middle) (Last Name)
Mr. _____

No Designation _____

Spouse's Name (if applicable): _____

Home Address: _____
(Street Address or Box No.)

(City) (State) (Zip)

Home Telephone: _____
(Area Code) (Number)

Where do you want your mail sent? Office ☐ Home ☐
Other ☐ _____
(Street Address or Box No.)

(City) (State) (Zip)

Ms. _____
2) TREASURER: Miss _____
Mrs. _____ (First Name) (Middle) (Last Name)
Mr. _____

No Designation _____

Spouse's Name (if applicable): _____

(Street Address or Box No.) (City) (State) (Zip)

If changes in names and addresses of president and treasurer occur during the year, please notify both the state board and the national office immediately.

3) BUDGET: Please attach a copy of your League's adopted budget for fiscal year 1977-78.



**LEAGUE OF WOMEN VOTERS
OF MINNESOTA**

PHONE (612) 224-5445

555 WABASHA • ST PAUL, MINNESOTA 55102

PROPOSED BYLAW AMENDMENTS

STATE CONVENTION 1977

To: Local Leagues

From: State Bylaws Committee: Barbara Jones, Mary Watson, Laurel Mueller

Date: March 18, 1977

The following proposals are submitted to you for your consideration and approval at convention. They were discussed and approved, with one exception, at the state Board meeting of February 8, 1977. Most of these alterations are "housekeeping" details suggested by the "Revised Standard Bylaws for State Leagues," July, 1976, received from LWVUS. This type of change is noted by an asterisk. These proposals will not be discussed separately at convention, except as clarification is requested by delegates. Those changes of a substantive nature have no asterisk and are followed by a comment on the reasons for the desired change. One non-recommended bylaw change is included at the conclusion of this listing.

Recommended: parenthesis () indicates deletions
underlining _____ indicates amendments.

- * Article II, Section I. Purpose. The purpose of the League of Women Voters of Minnesota (shall be) is to promote political responsibility through informed and active participation of citizens in government and to act on selected governmental issues.
- * Article III, Section 2. How Composed. The League of Women Voters of Minnesota shall be composed of members of the League of Women Voters of the United States who are a) enrolled in recognized local Leagues within the state, (and of) or b) enrolled as members at large of the League of Women Voters of (the United States residing within) Minnesota.
- * Section 3. Types of Membership. a). Voting members shall be those citizens at least 18 years of age who are enrolled in recognized local Leagues or the state League.
b) Associate members shall be all other members who are enrolled in recognized local Leagues or the state League.
c) Members-at-large shall be members who reside outside the area of and are not enrolled in (a recognized) any local League. They shall pay annual dues of (\$15.00) \$20.00.
d) Life membership may be granted to any voting member of the League of Women Voters who attains 50 years as a member of the LWVUS. No further dues will be collected and all privileges will be retained as a voting member.
- * Article IV, Section 1. Enumeration and Election of Officers. The officers of the League of Women Voters of Minnesota shall be a president, a first vice-president, a second vice-president, a secretary and a treasurer. They shall be elected by the convention and shall hold office until the conclusion of the next regular biennial convention or until their successors have been elected and qualified.
- * Section 2. The President. The president shall preside at all meetings of the (corporation) organization and of the Board of Directors unless (she) the president shall designate (someone) another person to preside. (in her stead.) (She) The president may, in the absence or disability of the treasurer, sign or endorse checks, drafts or notes. (She) The president shall be, ex officio, a mem-

ber of all committees except the nominating committee and (She) shall have such usual powers of supervision and management as may pertain to the office of the president and perform such other duties as may be designated by the Board.

* Section 4. The Secretary. The secretary shall keep minutes of (all) convention(s), (and) council(s) (of the League) and of (all) meetings of the Board of Directors. The secretary shall notify all officers and directors of their election and (She) shall sign with the president all contracts and other instruments when so authorized by the Board and shall perform such other functions as may be incident to (her) the office.

* Section 5. The Treasurer. The treasurer or (her) a duly appointed assistant, shall (bill) collect and receive monies due, and be the custodian of these moneys, (shall deposit) depositing them in a bank designated by the board of directors, and disbursing the same upon order of the board of directors. (She) The treasurer shall present periodic statements to the board at its regular meetings and annual report including a report of the League of Women Voters of Minnesota Reserve Fund, to the convention or council. The books of the treasurer shall be audited annually.

* Article V, Section 1. Number, Manner of Selection and Term of Office. The Board of Directors shall consist of the officers of the League of Women Voters of Minnesota, eight elected directors and not more than eight appointed directors. Etc.

* Section 2. Qualifications. No person shall be elected or appointed or shall continue to serve as an officer or director of this corporation unless this person (she) is a voting member enrolled in a local League of Women Voters in the State of Minnesota.

* Section 3. Vacancies. Any vacancy other than in the office of the president (by reason of resignation, death or disqualification of an officer or elected member shall) may be filled, until the next convention, by a majority vote of the remaining members of the Board of Directors.

* Section 4. Powers and Duties. The Board of Directors shall have full charge of the property and business of the corporation with full power and authority to manage and conduct the same, subject to the instructions of the convention. The Board shall plan and direct the work necessary to carry out the program on selected (state) governmental (matters) issues as adopted by the convention. It shall accept responsibility delegated to it by the Board of Directors of the LWVUS for the organization and development of local Leagues, guidance of inter-League organizations, for the carrying out of program, and for promotion in the local Leagues of finance programs requisite to further the work of the League as a whole including transmission of funds toward the support of adequate state and national budgets. The Board shall create and designate such special committees as it may deem necessary.

* Article VI, Sec. 1. b) (When there is, in any community in the state, a group of members of the LWVUS which meets the recognition standards for local Leagues as adopted at the national convention and by the Board of Directors of the LWV of Minnesota, the Board of Directors of the LWV of Minnesota shall recommend to the national Board that recognition be granted. When such recognition is granted, the local League shall become an integral part of the LWVUS and the LWV of Minnesota.)

* Sec. 1. b) The Board of Directors shall recommend to the National Board of the LWVUS that it recognize as a local League any group of members of the LWVUS in any community within the state provided the group meets qualifying standards for local Leagues as adopted by the national convention.

* Sec. 1. c) (When a local League recurrently fails to live up to the recognition standards, the Board of Directors shall recommend to the national Board that recognition be withdrawn. Final action rests with the Board of Directors of the LWVUS. All funds held by a local League from which recognition has been withdrawn shall be paid to the LWV of Minnesota.)

Sec. 1. c) In the event of recurring failure of a local League to meet these qualifying standards, the Board of Directors of the LWV of Minnesota may recommend to the national Board that it withdraw recognition from the local League. All funds held by a local League from which recognition has been withdrawn shall be paid to the LWV of Minnesota.

* Sec. 2. b) The Board of Directors of the LWV of Minnesota has responsibility for the establishment of new Leagues. For this purpose the Board may organize a group (of women) in a community in which no local League exists and shall (recognize) recommend the group for recognition as a provisional League to the LWVUS when it meets the (recognition) qualifying standards for provisional Leagues adopted by the national convention.

* Sec. 2. c) (The Board of Directors shall withdraw recognition from a provisional League for recurring failure to meet the standards for recognizing a provisional League or for failure to progress toward recognition as a local League. All funds held by a provisional League from which recognition has been withdrawn shall be paid to the LWV of Minnesota.)

* Sec. 2. c) In the event of recurring failure of a provisional League to meet these qualifying standards, the Board of Directors of the LWV of Minnesota may recommend to the national Board that it withdraw recognition from the provisional League. All funds held by a provisional League shall be paid to the LWV of Minnesota.

* Article VII, Sec. 2. Budget. The Board shall submit to the convention or council for adoption a budget for the ensuing fiscal year. This budget shall provide for the support of the (LWVUS as well as for the) * state League. A copy of the proposed budget shall be sent to each local League president at least three months in advance of the convention and two months in advance of council.
* State pledges remain in effect through fiscal 1977-78.

* Sec. 3. Budget Committee. The budget shall be prepared by a committee which shall be appointed for that purpose at least six months in advance of the convention or council. The treasurer shall be ex officio a member of the Budget Committee but shall not be eligible to serve as a (chairman) chairperson.

* Sec. 4. Distribution of Funds on Dissolution. In the event of a dissolution for any cause of the LWV of Minnesota, all monies and securities which may at the time be owned by or under the absolute control of the LWV of Minnesota shall be paid to the LWVUS, after the board of directors has paid or made provision for the payment of all the liabilities of the LWV of Minnesota. All other property of whatsoever nature, whether real, personal, or mixed which may at the time be owned by or under the control of the LWV of Minnesota shall be disposed of by any officer or employee of the organization having possession of same to such person, organization, or corporation for such public, charitable or educational uses and purposes as may be designated by the then (Board of Directors of the) LWV of Minnesota.

* Article VII, Sec. 1. Place, Date, Call (and Notification). A convention of the LWV of Minnesota shall be held biennially at a (The) time and place (of the convention shall) to be determined by the Board of Directors of the LWV of Minnesota. The president shall send a first call for the convention to the presidents of the local Leagues not less than four months prior to the opening date of the convention fixed in said call. Thereafter the Board of Directors may advance or postpone the opening date of the convention by not more than two weeks. (from the date fixed in the first call.) A final call for the convention shall be sent to the presidents of the local Leagues at least two months before the opening date of the convention.

* Sec. 4. Representation. (The members of the League of Women Voters of the United States who are organized into recognized local Leagues in the state of Minnesota shall be entitled to two delegates for up through the first twenty-five

members and one delegate for every twenty-five additional voting members or major fraction thereof belonging to said local League on January 1st of said year. The record in the state office of paid-up voting members shall determine the official membership count for this purpose.)

- * Sec. 4. Representation. The members of the LWVUS who are organized into recognized local Leagues in the state of Minnesota shall be entitled to voting representation in the convention as follows: Each local League shall be entitled to ~~one~~ delegates, in addition to the president of the local League or an alternate in the event the president is unable to attend; that additional delegates shall be chosen by the local League. The members in each local League having more than twenty-five voting members shall also be entitled to one additional delegate for each additional twenty-five members or major fraction thereof, belonging to said local League on January 1st of said year. The record in the state office of paid voting members as of January 1st of said year shall determine the official membership count for this purpose.

- * Sec. 5. (Authorization for Action.) Powers. The convention shall consider and authorize for action a program, shall elect officers and directors, shall adopt a budget for the ensuing fiscal year, and shall transact such other business as may be properly presented.

- * Article IX, Sec. 1. Place, Date, and Call (and Notification). A meeting of the council shall be held in the interim year between conventions, approximately twelve months after the preceding convention at a (The) time and place (of the meeting shall) to be determined by the Board of Directors of the LWV of Minnesota. A formal call shall be sent by the president of the LWV of Minnesota to the presidents of the local Leagues in Minnesota at least thirty days before the opening date of a council meeting. Special meetings may be called in the event of extreme emergency.

- * Sec. 2. Composition. (Indicates a reversal of the order of Sections 1 and 2.)

- * Article XI, Section 3. Convention Action. (c) Recommendations of changes submitted by local League Boards and received by the Board of Directors at least three weeks before the opening of the convention shall be considered by the Board prior to the convention at which time the Board may change the proposed program. Such changes may not be voted on by the convention on the same day on which they are proposed.)

Comment: This would eliminate the second-round suggestions. This second round has not provided substantive suggestions for the past few years. Elimination of this step would not affect first-round proposals and would put us in conformity with national procedures for program making.

Section 3. e) Any recommendation for the program submitted to the Board of Directors at least three months before the convention but not (proposed) recommended by the Board, may be adopted by the convention provided consideration is ordered by a majority vote and on the following day the proposal for adoption receives a (three-fifths) majority vote.

Comment: A majority vote would seem to be adequate, even for a non-recommended item and would be in conformity with national procedures.

- * Section 6. Local League Action. Local Leagues and inter-League organizations may take action on state governmental issues only when authorized to do so by the Board of Directors of the LWV of Minnesota. Local Leagues may act only in conformity with, and not contrary to, a position taken by the League of Women Voters of Minnesota and/or the LWVUS.

- * Article XIV, Sec. 1. Amendments. (Amendments to these bylaws may be proposed by any League Board, provided such proposed changes shall be submitted to the Board of Directors at least three months prior to a convention. All such proposed amendments shall be sent by the Board to the presidents of all local Leagues at

least two months prior to a convention together with the recommendations of the Board of Directors. The presidents of all local Leagues shall notify the members of their respective Leagues of the proposed amendments. The failure of a local League president to give such notice or failure of any members to receive such notice shall not invalidate amendments to the bylaws. Amendments shall be adopted by a two-thirds vote at any convention.)

Sec. 1. Amendments. These bylaws may be amended by a two-thirds vote at any convention of the LWV of Minnesota, using the following procedures: a) Proposals for changes shall be submitted by any local League board in Minnesota to the Board of Directors of the LWV of Minnesota at least three months prior to the opening date of the convention. b) All such proposed amendments together with the recommendations of the Board of Directors of the LWV of Minnesota shall be sent to the presidents of local Leagues two months prior to the opening date of the convention. c) The presidents of the local Leagues shall notify the members of their respective Leagues of the proposed amendments. Failure of a local League president to give such notice or failure of any member to receive such notice shall not invalidate amendments to the bylaws of the LWV of Minnesota.

Not recommended:

Article XI, Sec. 2. b) those state governmental issues chosen for concentrated study and action with the provision that the local Leagues affected by the action must be notified one month prior to such action.

Comment: This does not seem to be an appropriate position for this type of amendment. A literal interpretation of its content would prohibit almost any action.

LEAGUE OF WOMEN VOTERS OF MINNESOTA



555 WABASHA • ST. PAUL, MINNESOTA 55102

PHONE: (612) 224-5445

MEMO

TO: Boarders/Energy Committee

FROM: H.H.

SUBJECT: Accounting for Grants

DATE: October 11, 1977

Attached is the financial report form for Education Fund grants and the time sheet we need to use to justify our reports. I am well aware of your detestation of "keeping track" of time, miles, etc., but we have no choice if we are serious about the grant business. We are a business, not a ladies club, so let's start acting like one. Shed that "I'm only a volunteer, female" mentality; start thinking like the people you want to get money from.

Thank you.

(Date)

LEAGUE OF WOMEN VOTERS EDUCATION FUND
1730 M STREET, N.W.
WASHINGTON, D.C. 20036

FINANCIAL REPORT FOR EDUCATION FUND GRANT

TO: League of Women Voters Education Fund

FROM: League of Women Voters of _____

The following is a final financial report of the grant made for expenses incurred in connection with _____.
(Name of Project)

Education Fund Grant \$ _____

5% Education Fund Administration Fee \$ _____

INCOME

Total Income from Education Fund \$ _____

Other Income (if any) _____

TOTAL \$ _____

EXPENSES

Printing \$ _____

Distribution _____

Promotion _____

Other _____

Volunteer's
Expenses _____

Office
Typing & Overhead
including rent,
utilities, phone
and supplies

TOTAL . . . \$ _____

Please send this report and three copies of any material published in connection with this project to the Education Fund not later than two months after completion of the project for which the grant was awarded.

TIME SHEET

MONTH OF _____, 19____

NAME: _____

Committee: _____

	MON.	TUES.	WED.	THURS.	FRI.	SAT.	SUN.	TOTAL
WEEK OF:								
WEEK OF:								
WEEK OF:								
WEEK OF:								
WEEK OF:								
NET:								

ESTIMATED TOTAL MONTHLY HOURS CONTRIBUTED

for state League leaders

Disbandment

It is painful for all concerned to have to consider disbanding a local or provisional League. However, when the persistent efforts of state and local boards to strengthen a faltering League have failed, disbandment is often the only practical alternative and should be approached without feelings of guilt or failure on either side.

The formal procedure for disbandment is in itself straightforward. It requires:

- A notice to the membership of a meeting to discuss and vote on disbandment.
- A vote from the membership to disband (those absent are considered to concur).
- A written request from the state board to the national board that recognition be withdrawn. This letter should give a full account of the situation and include not only the reasons for disbandment but a report of the state League's efforts to save the League.
- Transfer of funds remaining in the local League treasury to the state League (see Article VI, Section 2, National Bylaws).
- Written notice from the LWVUS president that withdrawal of recognition has taken place. (Allow up to four weeks for national office processing of disbandment requests.)

To complete the closing-out process, the state board offers state League membership-at-large to all members of the disbanded League. As a gesture of courtesy, members of the disbanded League are sent one more issue of the National VOTER before their names are withdrawn from the LWVUS files.

Of course, much soul searching on the part of both the local League and state board goes on before these formalities take place. Would it be better to keep going a little longer in the hope that new leadership might come forward? Does the importance of having a League group in the community override the fact that it is not doing its full job? Is there some basis of reorganization for survival that has been overlooked? How much time and money can the state League afford to put into the rescue operation without endangering other projects? When honest answers to hard questions indicate that the local League will not be able to meet recognition standards in the foreseeable future, the local board should be asked to call their members together to vote for disbandment. If the local board is unwilling to take on this responsibility, the state board should call the meeting and so notify the local members. In either case, the notices sent to each member should clearly state the purpose of the meeting and include a reminder that absence constitutes a silent vote for disbandment.

The atmosphere of defeat a disbandment often leaves behind can be minimized if everyone bears in mind that new Leagues can and do rise from the ashes of old ones. Though the process takes time, community conditions do change; new sources of leadership appear; an issue emerges and people get behind the idea that the League of Women Voters is the organization to do something about it. For these reasons the state board should maintain contact with former local members and watch for signs that the moment has come to take out their copies of Grow: A Guide to Organizing New Leagues (Pub. #263, \$1.50) and rebuild.

for state League leaders

ILOs

The ILO Defined:

The term Inter-League Organization is used exclusively to describe groups of local Leagues that are formally recognized by the LWVUS within a county, metropolitan area or region and that deal on a continuing basis with governmental issues within the scope of those jurisdictions, under commonly chosen bylaws, program, budget and officers.

A number of ILOs also service their local Leagues by coordinating public relations, voters service or state and national program work. Others take on fundraising functions. However, their unique trademarks are their direct relationship with the national organization and the sustained cooperative work they do on mutually selected program issues.

Because of the immense variation among metropolitan areas and regions, a corresponding flexibility exists in ILO structures. As a rule, they are kept as simple as possible and are guided by the same principles that apply to all other League program work. This means that members participate directly in the selection, study and action phases, while leaders provide materials and general guidance, interpret consensus and authorize action.

The Formation of an ILO Group:

This is how a group of local League leaders embarks on the launching of an Inter-League organization:

With the backing of their own local boards they . . .

- Convene a meeting in the proposed ILO area to discuss the purposes for which they wish to organize.
- Develop a written outline of the proposed ILO structure based on guidelines included at the end of this section and send it to the LWVUS as well as the state board(s) concerned.
- Get the preliminary approval of the national board. The state board(s) involved in the proposed ILO grouping are also consulted, since they play an advisory role in both the formation and maintenance of ILOs.
- Appoint a temporary committee to keep affected local Leagues posted on the development of the ILO and to act as liaison with state and national boards as plans progress.
- Keep in touch with their local League boards and membership to explain the whys and wherefores of the proposed ILO and elicit feedback.

If the preceding steps yield positive results, the local leaders then . . .

- Form a committee to prepare a proposed set of bylaws, choose a temporary chair and set up program, finance and nominating committees.
- Submit proposed bylaws and organization plans (including boundary definitions) to the national board for review. Copies of these also go to state board(s) for

their information and so they may forward comments or recommendations that will assist the national board in its review.

It should be noted that it takes 4 to 6 weeks for the LWVUS to process a request for authorization to function as an ILO. When this authorization is received, the temporary chair and the program, finance and nominating committees follow the procedures outlined in the ILO's proposed bylaws to prepare for an organizing meeting with all the local Leagues in the new alliance.

At this meeting participants . . .

- Adopt bylaws, program and budget.
- Elect officers.

After this meeting the new officers . . .

- Notify the LWVUS and the state League(s) of the action taken at the organizing meeting.
- Send copies of adopted bylaws and information on officers, program and budget to the LWVUS, the state League(s) and the local Leagues.

The ILO is now officially in business and ready to function.

Some Guidelines for ILOs:

1. The major purpose of an Inter-League Organization is to serve as a means through which its members may select, study and take action on governmental problems and issues that are county-wide, regional or metropolitan in scope. Other League activities such as county, regional or metropolitan-wide voters service, fundraising, public relations or state and national program meetings, may be added to the responsibilities of the ILO. Care should be taken, however, to include these activities only when there is a real reason for handling them on an inter-League basis.
2. All Leagues in a county, region or metropolitan area are considered part of the ILO where the bylaws are accepted by a majority of the Leagues and the Leagues making up that majority also represent a majority of the members within the ILO's proposed boundaries.
3. Once an ILO is fully formed, its board is chosen the same way state and local board members are elected and appointed; this includes nominating committee presentation of a slate at the Inter-League Organization convention or annual meeting. Members of an inter-League board are selected because they are the best qualified persons in the area to carry on the business of the organization. They do not serve as representatives of their local Leagues. Small boards suffice for many ILOs. In fact, they may often have fewer board members than local Leagues do.
4. Program on county, regional or metropolitan items is also selected by local League delegates to the ILO's convention or annual meeting. The number of delegates allowed from each League is based on the size of their membership just as it is for state and national conventions. The usual League program making process is followed as well.

5. An ILO program item has the status of a local item and a local League may choose it as a program priority.
6. The study phase of an ILO program item is carried out by a resource committee drawn from the local Leagues. This committee prepares materials and recommends timing. Final approval is the responsibility of the ILO board, which also receives and evaluates member agreement/consensus reports from the local Leagues.
7. Position is determined by the board of the ILO. Evaluation procedures parallel those followed at all levels of League work. Each ILO board will want to establish procedures for analysing member agreement/consensus that are best suited to its situation.
8. Action on county, regional or metropolitan issues is taken only when authorized by the board of the ILO. If state legislation is required, action is taken only with the permission of the state board. If national action is required the national Action chair must be consulted (see p. 15, LWVUS ACTION Handbook, #161, \$1.00).
9. It is recommended that the state board(s) appoint a consultant to the ILO. This consultant should receive copies of all ILO materials including notice of board and other Inter-League meetings. The consultant is expected to attend these as frequently as possible.
10. Each ILO reports to state and national boards following the pattern set by the LWVUS and individual state boards. Each recognized ILO is entitled to one free President's Mailing from the national office.
11. Each recognized ILO is eligible to be represented at national convention by a voting delegate. Some states also allow an ILO voting delegate at state conventions.
12. Permission for variances in ILO structure and procedures may be granted by the national board as long as provision is made for member input and general democratic procedures.

A Last Word - Communications:

Nothing is more important to the achievement of an ILO's goals than keeping its constituent boards and members and the appropriate state board(s) informed about study and action on ILO issues. There will be times when it's a real challenge to let every League level involved know what's going on, but such efforts will pay off in successful management of the ILO's purpose and responsibilities. Because communication is a two-way street, the state League(s) also have a responsibility to make sure they know what's going on and that their reactions reach the ILO board.

for state League leaders

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for state League leaders

MALs

Members and Units-at-Large:

Members-at-large shall be members who reside outside the area of, and are not enrolled in, any local League. Such members shall pay annual dues to the state League if one has been recognized in the state where they reside. Otherwise, such members shall pay annual dues to the national treasurer.

(LWVUS Bylaws, Article III, Sec. 2c)

Voting members shall be those citizens at least 18 years of age who are enrolled in recognized local or state Leagues.

(LWVUS Bylaws, Article III, Sec. 2a)

The last decade has seen rising League interest in the concept of membership-at-large. In 1966, 526 individual MALs were on record, only a few of them organized into state unit-at-large groups. By January 1978, the count of individuals was 1,376 and 49 units-at-large were reported by state Leagues. Originally, the MAL was an accidental phenomenon triggered by a person's wish to retain membership in the organization when moving to an area that had no local League, or when remaining in a community where one had been disbanded. Now the member-at-large is being recruited in many states and there is even an active LWVUS unit-at-large halfway across the world in Hong Kong.

Opportunities for involvement in carrying out League goals are more restricted for isolated members-at-large. They can keep informed on League program issues and the action being taken on them or respond to calls for action issued to the general membership, but actual participation in the life of the organization is limited. For such members and the League as a whole the unit-at-large structure offers wider possibilities.

Let's look at how it works. One reason for the increasing popularity of the unit-at-large is that most communities large enough readily to support a League have already been "colonized," while the need for a League presence in less developed or remote areas is felt by both the communities themselves and the state League. In such places the unit-at-large offers members a structure in which they can interact as a group, while the state board gets a beachhead, operating under its direct guidance, which could eventually become the nucleus for a provisional local League. Since numerical, structural, programmatic and financial standards are relatively relaxed, the state gets an excellent return for its organizational investment. It gains time to assess whether a large enough population and interest base exist to support a local League, time to identify a cadre of local leaders able to carry out the tasks of further development, time to plan the allocation of resources needed at both state and local levels if a provisional League is to be launched. Even if the group never evolves further, time is not wasted, since it will continue to perform its valuable function as an adjunct of the state League.

A unit of MALs can also come into being as the result of the disbandment of a local League. Such a unit can help nourish the surviving members' interest in the League, but experience has shown it lacks the drive of an MAL group working to full potential or one with promotion to provisional League status in mind. Morale is low in the wake of disbandment and the dissatisfactions that contributed to its demise are likely to haunt the unit as well. In communities where prognosis is good for renewed local League presence, the state board should consider letting the ashes of the old League cool completely before laying kindling

for a new one. Rather than encourage a unit-at-large, it is probably wiser merely to maintain communication with individual MALs until that time arrives.

As an effort to avoid disbandment, some state boards have "reorganized" a founding local League as a unit-at-large, but here, too, morale is likely to cause problems. A group may think that shedding the responsibilities of a fully reorganized local League will be restorative, forgetting the privileges it also stands to lose. While demotion can relieve pressure it inevitably does so at the expense of the group's sense of involvement, prestige and usefulness. State boards choosing this kind of option must therefore exercise the greatest care both to preserve the positive image of a member-at-large grouping and its identity as a structure apart from that of the local League.

Because the idea of League membership-at-large has developed informally in response to a variety of situations and needs, guidelines for the establishment and governance of units-at-large can only be stated in general terms. Contact between LWVUS overseas MALs, for instance, consists mainly of a written exchange between the group and members of the Organization Committee board and staff. In states like Alaska, New Mexico, Arizona or Texas, on the other hand, units-at-large are important components of state League structure. Here are some ideas, based on guidelines produced by states with the greatest number of MALs, on organizing, servicing and utilizing members-at-large.

Starting From Scratch

Most states receive inquiries every year from individuals interested in seeing a League established in their communities. Maybe there is not enough tinder to fan into a provisional League, but there could be the makings of a unit-at-large. There are a number of ways to go about developing a unit. For instance:

- The LWV of Alaska sends information on unit structure as soon as 3 or 4 individuals in a community have joined the state League as members-at-large; when the number grows to 5 or more, it strongly urges them to consider this possibility. If the group's reaction is favorable, an application is filled out for recognition as a unit-at-large. The state board then appoints an advisor to hold exploratory meetings with the group and to help it get organized.
- The LWV of Texas is another state League that has actively encouraged the formation of units-at-large. In 1976 a contest was held and special recognition given at state convention to the member-at-large bringing in the most new members.
- The LWVs of Arizona and New Mexico, among others, produce special flyers to recruit members-at-large and encourage the formation of units.
- All states that deal with the at-large member in any sizeable number publish information and guidelines on the functioning of MALs. State Leagues have also increased efforts to keep members in areas where a League has disbanded by designing individualized letters urging continued association with the League through the MAL connection. At a time when increasing membership is a number one League priority, this source of recruitment certainly deserves serious board consideration.

Keeping In Touch:

Because individual MALs and units-at-large are often widely scattered, good communication is essential. There is, of course, no replacement for in-person

contact and any state interested in active MAL involvement sees to it that units are visited regularly and that both individual and unit members are encouraged to attend state meetings and training sessions. As far as paper rapport is concerned, every member-at-large receives the national and state Voters. A selection of other state or national publications may also be provided by the state, as well as guidelines describing overall League principles and procedures and the role of the member-at-large in relation to them. Once a group of MALs has attained the status of state unit, other written tools are supplied. A Duplicate President's Mailing is often ordered for the unit chair. In League and other organizational guides, program materials, legislative newsletters, state and national board reports are additional possibilities. Several states distribute local League bulletins to their units-at-large to give them a better idea of the "big picture." To assure the movement of communications in two directions, every state having units-at-large requires written reports on unit activities. In their simplest form, these consist of minutes from each unit's meetings, but states have also devised specialized report forms like the sample included here from the LWV of Washington. For members-at-large, as for all members, a sense of being part of the whole organization's efforts and accomplishments is a prerequisite for involvement and retention.

Nuts and Bolts--Unit Organization:

The average number of members required by a state League to set up a unit is 10 to 15. MAL and local dues patterns follow one another closely and they are both on the way up. Whatever the amount set, it should be sufficient to cover fully the cost of services and per member payment obligations. Members living abroad send dues (currently \$35 a year) to the LWVUS; all others are payable to the state Leagues, who either collect them directly or empower unit officers to forward them at specified times of year. State Leagues are responsible for sending a per member payment for each MAL to the LWVUS. Otherwise the financial arrangements with individual and unit members are up to each state. Some suggest that units charge additional "local dues" to cover the costs of their activities. Some return a certain dues percentage or establish petty cash funds for local use. Community fundraising under state supervision is encouraged and when contributors to the state League are identified and successfully solicited with the help of the unit, a percentage of the contribution may be returned to the unit treasury. Where a unit is particularly active, the state board may help it set up an annual budget similar to those used by local Leagues. As these examples cite, the options are varied.

The same flexibility applies to internal structure and activities. Most states recommend that there be a chair and secretary-treasurer to direct unit affairs and that additional portfolios be added as the need arises. All states insist on a regular schedule of meetings and ask that a calendar be submitted once or twice a year. Generally it is suggested that program work be limited to studying the one or two state and national issues that most appeal to members. Some form of voters service/citizen information is urged and an observer corps or a detailed survey of the community may be authorized. As far as action is concerned, individual members-at-large can only speak out on League positions as private citizens. Units, however, are often empowered to respond as a League entity to state action alerts and, under state guidance, some even act locally under state and national positions. As a rule units are asked to initiate a public relations effort in their communities in order to increase League visibility and influence and to this end may publish their own bulletins. Members-at-large themselves serve on a number of state boards. Units are increasingly accorded representation at conventions and councils in states where the appropriate

bylaws amendment has been made. At the discretion of the state board, an MAL unit's consensus findings may also be counted in arriving at state positions. All in all, the MAL unit's role can be as active and varied as the combined talents and resources of its members and the state board care to make it.

The Caveats

These are few but basic. In its Guidelines for Members of State Units, the LWV of Wisconsin summarizes the first of these clearly and forcefully: . . . A STATE UNIT IS NOT AN INDEPENDENT AGENT AND IT DOES NOT SPEAK FOR THE LEAGUE UNLESS AUTHORIZED BY THE STATE BOARD. AT NO TIME MAY A STATE UNIT TAKE THE INITIATIVE IN ITS COMMUNITY WITHOUT THE APPROVAL AND GUIDANCE OF THE STATE BOARD.

This reminder that the unit is not an independent agent emphasizes the fact that even the best organized and well established state unit does not have the status of a local League. Under no circumstances may a unit adopt local program. This right belongs to the full-fledged local Leagues--a privilege earned through the demanding apprenticeship of the provisional period and adherence to rigorous state and national standards. The movement to increase recognition of the MAL contribution to League work resulted in the 1976 convention decision to include them as "voting" members in the National Bylaws. It is to be noted, however, that this is only in the context of their membership in state Leagues.

The final point to keep in mind in defining the role of the member-at-large is the directness of the relationship between this individual or group of individuals and the League level they have joined. The LWVUS has the responsibility for servicing and guiding its overseas members, the state for its MALs and MAL units. Though all members are equally a part of the League as a whole, it is through the level at which they enter that their influence on the organization's policies and philosophy is most felt.

To Sum Up

As the concept of membership-at-large has developed, the national board has neither discouraged nor actively encouraged this alternative. Fully aware of the special situations contributing to its growth, the LWVUS recognizes state board authority to organize and direct MALs for maximum effectiveness so they, too, may "make a difference" in every community where they exist.

LWVUS Contributing Membership

Delegates to Convention '78 expanded the concept of membership-at-large in the League through the following addition to Article III of the national bylaws:

- e. Contributing members shall be members who join the League of Women Voters of the United States and who are not enrolled in any local League. Such members shall pay annual dues to the national treasurer. The national treasurer shall send the name, address and one-half of dues collected to the state League recognized in the contributing member's state of residence. Contributing members shall pay annual dues to LWVUS in amount determined by the board.

The national board has set annual dues of \$50 for this type of associate membership and is hopeful it will expand membership opportunities in the League of Women Voters.

League of Women Voters of Washington
1406 18th Avenue
Seattle, Washington 98122

MONTHLY REPORT

Unit-at-large _____

Date of Meeting _____

Kind of Meeting: Unit _____ general _____ (public invited)

Attendance: Members _____ Guests _____
(Please record new members' names and addresses on reverse side; enclose checks)

PROGRAM: Topic this month: _____

Presentation technique(s) employed:

Discussion _____ Lecture and discussion _____

Panel and discussion _____ Outside speaker _____

Go-see-tour _____ Other (please describe) _____

If a state consensus or program-making was the purpose of the meeting, please attach a copy to this report. (If national, send to 1730 M Street, N.W., Washington D.C. 20036. Send copy to state office if convenient.)

VOTERS SERVICE/CITIZEN EDUCATION: (Your state board consultant must know what these plans are. If you do not hear from her your plans are approved. If she has a question of timing, subject matter, speakers, she'll contact you. This is only meant as a check and balance to be certain that the nonpartisan political policy is adhered to and the credibility of the League of Women Voters in your community preserved.)

Activities since last report: _____

Plans for the next two months:

Month 1 _____

Month 2 _____

MEMBERSHIP: What activities have you planned for new and/or prospective members? _____

Plans for unit and/or general meetings next month: _____

Comments and/or questions: _____

Report submitted by _____

Taking the Lead

for state League leaders

In choosing topics for Taking the Lead: A Kit for State League Leaders, we've given priority to those on which state League boards most often ask guidance from the League of Women Voters of the United States. Grow: A Guide to Organizing New Leagues (pub. #263, \$1.50) was the first section to be developed, followed by ILOs, MALs and Disbandment. Pieces on Non-partisanship and State Powers and Responsibilities are among those yet to come. In each case, sections are designed for ease of reference and revision. Though written with the specific challenges of state leadership in mind, they apply to wider audiences as well. Grow, for instance, is meant as much for provisional local League leaders as their state advisor, while the analysis of ILO formation and function can be a useful primer for local Leagues considering the possibility of an inter-League alliance.

This approach recognizes the single largest responsibility of the state board, which is to help local Leagues function as effectively as possible. Like other national publications and field service efforts directed toward state Leagues, Taking the Lead carries the proviso: "Pass the word to the local League level."

Recognizing the diversity among state Leagues and the variety of situations they face, we've kept formulas and prohibitions to a minimum and used the collective experience of state boards as a basis for guidelines. We hope these opportunities to learn from the successes--and failures--of others will save valuable time, for in a complex world where volunteer leaders tend to be increasingly involved in numerous activities, good management practices spell survival. In forthcoming sections, stress will continue to be laid on teamwork, efficient division of labor, the adoption of effective techniques. In short, Taking the Lead, is meant to provide practical assistance with organizational concerns without restricting the choice, judgement, discretion and creativity that have long been hallmarks of League leadership.

SEP 14 1978

August 1978

**THE
PRESIDENT'S
PACKET**

League of Women Voters of the U.S.



This is not going on DPM.

PRESIDENT
RUTH J. HINERFELD

August 1978

OFFICERS
Vice Presidents
Ruth Robbins
Longboat Key, Florida
Nancy M. Neuman
Lewisburg, Pennsylvania

Secretary/Treasurer
Yvonne G. Spies
Bridgeton, Missouri

DIRECTORS
Doris G. Bernstein
Highland Park, Illinois
Lee Carpenter
Issaquah, Washington

M. Joanne Hayes
Poughkeepsie, New York
Hester P. McNulty
Boulder, Colorado

Regina M. O'Leary
Cleveland Heights, Ohio
Dorothy K. Powers
Princeton, New Jersey

Dot Ridings
Louisville, Kentucky

Gina Rieke
Salt Lake City, Utah

Florence R. Rubin
Newton Centre, Massachusetts

Ann S. Savage
Oklahoma City, Oklahoma

Ann W. Viner
New Canaan, Connecticut

Dear Presidents,

"The planning, recruiting, orienting, training and other essential leadership functions have to be accomplished and accomplished very early if the administration is to have sensible direction and exciting thrust."

That's how one writer described the beginning role of the president of a citizen organization, and it is toward this end that we send you the 1978-79 President's Packet: to help you function efficiently in your role as League president. You will not find the answers to all of your questions here, but we think that you will find some of them. We've included, for example, many of the standard forms that your League will need during the year -- plus a few helpful suggestions. Please remember to make copies of any part of the packet that other board members might find useful.

My best wishes to you and your board for a successful and personally satisfying League year.

Sincerely,

Ruth J. Hinerfeld
President

Enclosures:

"A Time and Place for Everything"

Communications Guide

Publications Update

Subscription Services Available from the National Office (Includes Publications Order Blank and Order Form for STANDING ORDERS)

Tips on Copyrighting

National VOTER Membership Report Form

How to Use National VOTER Membership Report Forms

National Board List 1978-80

Reading Assignments 1978-79

B is for Basic

Third Class Postal Rate Change

PMP Information

Filing 990 and 990-T Forms

Voluntary Contributions to LWVEF

A Time and Place for Everything

Whether you have begun this League year as a new or continuing president, you are well aware that giving some attention to specific "housekeeping" duties early in the year will enable you to move your League ahead and achieve the League goals you set for the year. When you face important leadership decisions it often becomes difficult to keep up with these tasks. We would like to offer a few concrete suggestions that might help you stay on top of some of these routine duties.

FILING. While each president must come to grips with a filing system that best meets her/his needs, the LWV of New York State has provided in its state handbook the following range of filing options that might help you organize a filing system of your own.

How to File:

Write the subject of the folder on the upper right hand corner of material to be filed. Use a cross-file slip if you are not sure of the proper heading. An 8½ x 11 colored sheet with the information as to where the actual memo is located can be used as a cross-file slip.

Mark material to be filed "P" for permanent or "T" for temporary in the upper left hand corner. By marking at the time of reading, a file can be cleaned out at periodic intervals. You eliminate all the "T" items. To decide what is permanent pretend that 20 years from now you are going to write a history of your League. Would this piece of paper be necessary to tell the story? Local bylaws, bulletins, budgets, local program items or an action by your League on any program item or in any area should be marked with a "P"?

Save state and national program material as long as it is on the program. A good rule of thumb would be to save most material until your term ends. When a new president takes office the outgoing and the incoming president should clean out the files together. This enables the new president to learn the files and system.

Be sure to have some place to store your file folders whether it be a steel filing cabinet, a packing case or a paper carton. Remember the most important thing is to have a SYSTEM! ! !

SYSTEM A: HANDBOOK CATEGORY METHOD

(May be alphabetized)

Start with one folder for each category; break category into divisions as needed.

Recognition Standards
Nonpartisanship Policy
Bylaws
Board
Officers
Program (all 3 levels - units)
Consensus
Voters Service
Membership
Finance
Publications
Public Relations
Bulletin
Administration
LWV Education Funds
Overseas Education Fund

SYSTEM B: TWO-CATEGORY METHOD

(Alphabetized)

ADMINISTRATION:

Annual Meeting	(year, time, places, speakers, agendas)
Board Agendas	(local)
Board Lists	(local, state, national--names, addresses, portfolios)
Board Reports	(local, state, national)
Bulletins	(local, state, national)
Bylaws	(local, state, national)
Calendar for Year	(local, state, national)
Community Effectiveness	(public relations)
Finance	(finance campaigns, treasurer's reports--local, state, national--budgets, all 3 levels)
History	(local, state, national)
League Policy	(nonpartisanship, other operational procedures)
Local League Handbook	
Meetings	(methods, techniques, units)
Membership	
Nominating Committee	
Report Forms	(catalogs, order forms)
Publications	(candidates questionnaires and replies, government structure, election laws, procedures, etc.)
Voters Service	

PROGRAM:

Program Making	(mechanics of, suggestions, modification, proposed, 3 levels)
Local	(break into separate items, in back of each item use a file for Action, both legislative and community)
State	
National	

SYSTEM C: LEVEL CATEGORY METHOD

- | | | |
|---|------------------------|--|
| I. <u>Local League</u> | | III. <u>National League</u> |
| Annual Meeting | Miscellaneous | Board List |
| Annual Report | Newspaper Clippings | Board Reports |
| Board Agendas | Nominating Committee | Budgets |
| Board List | Observer Reports | Bylaws |
| Board Minutes | Orientation | Conventions and Councils |
| Budgets | Policies | Correspondence |
| Bulletins | Program (list by item) | Membership (memos and aids) |
| Bylaws | Public Relations | Money Matters (finance, treasurer's reports, memos and aids) |
| Calendar for Year | Report Forms | Program (list by item) |
| Correspondence | Treasurer's Reports | Publications (catalogs and order forms) |
| Finance | Voters Service | Public Relations |
| Handbook | | VOTER |
| Membership | | Voters Service (memos, pamphlets, aids) |
| II. <u>State League</u> | | IV. <u>Other</u> (illustrative only) |
| Board List | | City Budgets |
| Bylaws | | City Officials |
| Convention and Council | | County Officials |
| Correspondence | | Human Relations Commission Minutes |
| Finance (state budgets, treasurer's reports, finance reports, memos and aids) | | School Officials |
| Legislature (directories, letters, procedures) | | Tax Levies |
| Membership (memos and aids) | | Etc. |
| Nominating Committee (memos and aids) | | |
| Program (list by item, include resource materials, memos, Times for Action) | | |
| Publications (catalogs and order forms) | | |
| Public Relations | | |
| State Board Reports | | |
| VOTERS | | |
| Voters Service (state Who's Who, candidate questionnaire, memos, aids) | | |

SCHEDULING FOR WORK

A schedule to enable you to map out your tasks for the year ahead is a valuable presidential tool. The LWV of New Jersey has provided a useful set of guidelines for planning the League year.

- I. PRELIMINARY BACKGROUND
 - A. Read In League. This will be your most valuable reference during your tenure in office, and you should be thoroughly familiar with all sections.
 - B. Go through your notebook and/or file. Check the publications catalog for material you may want to order. Set up a filing system or familiarize yourself with the established one.
 - C. Be knowledgeable about each portfolio by browsing through the publications in that area.
- II. AFTER THE ANNUAL MEETING (at which you were elected)
 - A. Respond promptly to requests from the national and state offices for the following information:
 1. The name and address of the president and treasurer,
 2. Your board list with addresses, telephone numbers, and portfolio assignments of all officers and board members,

3. Your adopted budget with a statement of all reserve funds, both earmarked and unrestricted,
4. Your adopted local program,
5. Your revised bylaws.

- B. Appoint committee to prepare local calendar to be reviewed by the board.
- C. Make preparations for board orientation with the state organization chair. Topics to be discussed include: goal setting, board member responsibilities, nonpartisanship, local policies, priorities.
- D. Have an informal meeting of newly elected and returning directors and officers to decide portfolio assignments and receive suggestions from the nominating committee for appointments to the board for remaining portfolios and for off-board positions.
- E. Secure appointed directors and persons for off-board assignments.
- F. See that each board member has the necessary tools for that portfolio; the predecessor's file, a copy of In League and whatever other materials are appropriate.
- G. Appoint budget chair and committee.
- H. Appoint additional members to nominating committee according to bylaws.

III. SOMETIME DURING THE YEAR (at a special board meeting or at regular board meetings) CONSIDER:

- A. Problems of growth in size and participation of membership.
- B. Financing and community support.
- C. Community understanding and acceptance of the League.
- D. Areas where there is the greatest need for League services and where the League can be most effective in the community.

IV. MONTHLY BEFORE EACH BOARD MEETING

- A. Check materials which have come in during the month and which a need to be distributed to the board or which require board decision and action. (Keep a file folder for each board member and insert material as it arrives.) The board members receiving Duplicate Presidents Mailing (DPM) from state and national should distribute this material promptly.
- B. Check local League calendar for two or three months in advance and schedule board discussion of coming activities.
- C. Check with board members and/or vice presidents who have decisions or reports to be made at upcoming board meeting and determine the amount of time needed.
- D. Check with bulletin editor on material for current month's bulletin. Items to be prepared by other board members might be added to the agenda in a section entitled "deadlines".
- E. Schedule time for evaluating membership in terms of growth, orientation, involvement.
- F. Prepare a written agenda and send this out with the minutes in advance.

V. FIVE MONTHS BEFORE YOUR ANNUAL MEETING

- A. Check local bylaws for deadlines for local budget, bylaws revisions, local program recommendations, auditing of books, and make plans so that these deadlines can be adhered to.

- B. Appoint the bylaws chair and committee, if this has not already been done.
- C. Give the nominating committee a list of elected positions to be filled for next year's board.
- D. Arrange for board discussion and recommendation on local program and develop a plan for eliciting suggestions from the membership.

BOARD AGENDA, CALENDAR AND MEETING PLACES

Agenda As League president, it is your task to see that board members have meeting agendas early enough to give some thought to the issues being considered. You should also review the agendas of your League's various committees so that you are able to keep track of activities.

Calendar One of the first items on a president's job list is the planning in broad outline of the League year. With your board members you will want to set up a calendar of major events and make it available to all League members.

Meeting Places Many Leagues have found it is a good idea to have a consistent pattern for board meeting places. For example, determine with your board whether meetings will be held in various members' homes or in one central location for the entire year.

We hope that you have found some useful information here as you handle the administrative details of your League presidency. With these duties well in hand you should be able to fulfill your most important role as a League leader, that well-organized person who is best able to move the League forward toward achievement of its important goals. We would only add the following "Checklist for Troubled Moments"; in case you at some point do feel a moment of panic.

Checklist for Troubled Moments

When the job seems to be getting too much for you, ask yourself:

1. Are you doing too much yourself?
 Who else could make those phone calls?
 answer those letters?
 interview for a new secretary?
 attend the coalition meeting?
2. Can you separate unfinished business into categories?
 -- What I MUST DO NOW, in order to meet a deadline
 or to keep a process moving
 -- What I can do next week (month)
 -- What I can delegate
 -- What I can politely decline to do
 -- What I can ignore
3. Are you using the outside help that's available?
 -- Is there a state advisor I can turn to?
 -- Is there an experienced nearby president?
 -- Can the national office advise?
 -- Is there a management League program I can take part in?
 -- Have I really exploited the League's how-to publications?

Communications Guide

Communication is essential to any successful relationship. The miles between the LWVUS and your own League require a lot of paper "conversation". LWVUS and LWVEF materials covering all areas are sent directly to League presidents in the free President's Mailing. Since it is important that the right people on your League's leadership team get the right pieces of paper, it is up to the president to figure out and monitor a distribution system for your League. We recommend that all Leagues subscribe to at least one Duplicate President's Mailing (DPM) to facilitate this process. Ideally, all board members should have this service to help them. Most Leagues keep the President's Mailing intact for reference and assign the persons receiving DPMs to distribute materials to the people who need them.

WE SEND YOU . . .

The President's Mailing: Presidents of all provisional, local and state Leagues and ILOs receive free mailings of LWVUS and LWVEF materials. Almost everything is sent third class except that first class is used for Action Alerts, Report From the Hill and other messages requiring immediate attention. During the course of a year, a president can expect to receive:

- * National Board Reports (after most national board meetings--usually January, March, June, September)
- * Every new publication
- * Action Alerts and Report From the Hill
- * Publications Catalogs and supplement.
- * Memoranda
- * National VOTER (quarterly)
- * National Voter Membership Directory (local presidents only) A printout of names and addresses of members who have been sent the National VOTER (usually three times a year)
- * Per Member Payment Information and Report Forms (not to ILOs)
- * Information on Filing Forms 990 and 990T with IRS
- * President's Materials (Summer--that's this packet)
- * LWVUS/LWVEF proposed budgets (Winter)
- * adopted budgets (Summer)
- * Forms:
 - Requests for names and addresses of president and treasurer, adopted budget and program (Spring)
 - Annual Report Forms
 - Provisional, local and state Leagues-Section I, Membership, Treasurer's, Finance Reports (Fall); Section II (Winter); ILO (Winter)
 - National Membership Agreement/Consensus Report Forms (as appropriate)
 - National Program Recommendations and National Bylaws Suggestions (Fall, prior to national convention)

YOU SEND US . . .

- ** Three copies of bulletins, Voters and substantive publications (e.g. Know Your Town)
- ** One copy of your bulletin or Voter to the national board member specified on the Reading Assignment list at the end of this packet.

Publications Update

The following list of basic publications will help you update your reference materials. The President's Mailing provides single copies of all new materials free of charge and DPM subscriptions will bring in additional copies of most of these, but for past publications you will need to check your back files, then order to fill in the gaps.

This is also a good time to make sure you have ordered enough DPMs and Standing Orders for National Board Reports and to assess the efficiency of your distribution system to the board and members.

Note: Publications are continually being revised and updated and new materials produced, so the best way to keep current is to read the latest national catalogs and National Board Reports.

Essential to all board members:

- In League - Guidelines for League Boards. #275, \$2.
- Impact on Issues 1978-80 - Leader's Guide to National Program. #386, \$1. Order after Sept. 1.
- National Bylaws (1978 Revision). #381, 20¢. Order after Sept. 1.
- Facts (1978 Revision) - a brief overview of League goals and structure. #221, 20/\$2.
- National Board Reports - a complete picture of what your board needs to know after national board meetings.
- Most recent national publications catalogs: Catalog for Leaders (#131) and Catalog for Members and the Public (#126) - the ultimate reference works for ordering what you need. Free on request. #126 appears as a VOTER insert (summer issue). Order additional copies for publication promotion outside the League.

Essential to President:

- LWVUS/LWVEF Budget 1978-79. Free
- Action. Newly revised handbook for planning comprehensive, effective action, including lobbying, monitoring and litigation. #161, \$1.
- Report From the Hill and Action Alerts - updates on developments in Congress and timely aids to taking action (see description of League Action Service subscription).
- Recent national publications on program issues and voters service/citizen information (see catalogs).
- The Verdict Is In: A Look at Public Interest Litigation. #536, 25¢.
- Meaningful Meetings - the role of the resource committee in planning and executing meetings that "turn on" members (1976 Revision). #319, 40¢.
- Membership Management - deals with the entire range of membership concerns (i.e. recruitment, involvement, retention). #495, \$1.50.
- The Art of Budget Building. #268, 60¢.
- Simplified Parliamentary Procedure - Robert's Rules of Order condensed and simplified. #138, 15¢. A revised edition is in the works.
- B is for Basic - overview of services and expertise available to Leagues through the national office. #121. Free on request.

The Treasurer and Finance Chair need to have:

- LWVUS/LWVEF Budget 1978-79. Free on request.
- The Art of Budget Building. #268, 60¢.
- Ledger de Main - Guidelines for League treasurers. #248, \$1.25.
- Dollars and Sense: The Art of Raising Money. #494, 75¢.
- Guidelines for State and Local League Use of Tax-Deductible Money. #361, 15¢.

If responsible for keeping membership records the treasurer must have:

- National VOTER Membership Report Forms. #240, free.
- Membership cards (which include transfer information). #227, free.

The Membership Chair needs the above if such responsibilities are included in this portfolio. Also:

- Membership Management - deals with the entire range of membership concerns (i.e., recruitment, involvement, retention). #495, \$1.50.
- You've Been Intrigued by the League - orientation flyer for prospective and new members. #332, free.
- Meaningful Meetings. #319, 40¢.
- You Can Change Things - new recruitment flyer. #184, 25/\$1.25, 50/\$2, 100/\$3, no other discount.
- Are You a Potential Candidate? LWV slide show on women in politics. #141, \$10.
- What's in US for You. LWV slide show presents examples of activities and rewards of League membership. 107 35mm color slides. #115, \$12.50.
- GROW: A Guide to Organizing New Leagues - guide to achieving local League status for provisional League leaders. #263, \$1.50.
- Taking the Lead. Package for state leaders, powers and responsibilities of state boards. Includes GROW: A Guide to Organizing New Leagues. #201, \$2. Order in Fall 1978.

If a separate portfolio, Organization should also have publications listed above plus:

- The Art of Budget Building. #268, 60¢.
- Dollars and Sense: The Art of Raising Money. #494, 75¢.

Publications Chair files should include:

- DPM subscription for information and samples of new publications for promotion and sales.
- Order forms for publication and subscription services.
- Supply of catalogs for members and the public for promotion purposes. Free on request.
- Supply of publication promotion flyers. Free on request. See Leader's catalog.

Public Relations Chair will need:

- Reaching the Public - the role of public relations in whatever you do. #491, 30¢.
- Getting Into Print - tips on working effectively with the print media. #484, 25¢.
- Breaking Into Broadcasting - opportunities to use radio and television. #586, 25¢.
- Speaking Out - setting up a speakers bureau. #299, 15¢.
- Projecting Your Image - how to produce a slide show. #296, 30¢.
- Media Kit - includes all five of the above public relations pieces. #163, \$1.
- FACTS - a brief overview of League goals and structure. #221, 20/\$2.

For the Voters Service/Citizen Information Chair:

- Making a Difference: A Handbook for Voters Service/Citizen Information - the completely revised 1978 edition of techniques for planning and carrying out registration, election and citizen information work. #330, \$2.
- Pick A Candidate - citizen how-to tool for evaluation of candidates. #618, 100/\$3.
- Election '76: Issues, Not Images - tips on generating an issue-oriented campaign atmosphere. #624, 50¢.
- Choosing the President - revised 1976 - provides step-by-step explanation of party process. #606, \$2, 5-15/\$1.50.
- Administrative Obstacles to Voting. #206, 25¢.
- Removing Administrative Obstacles to Voting. #151, 15¢.
- Election Check-up: Monitoring Registration and Voting. #270, 35¢.
- Making It Work: A Guide to Training Election Workers. #271, 35¢.
- Citizen Alert - series on citizen education - see general catalogs for most recent titles.

Program Chair:

- All substantive publication in individual portfolio areas, as well as related committee guides, community guides, etc. (see catalogs)
- Report From the Hill and recent Action Alerts, especially in your own program category. See League Action Service subscription listed in catalog.
- Planning Program: From Choice through Action. Revised. #410, 50¢.

The following publications focus on state and local issues:

- New Trends in State Finance. #198, 35¢.
- Unfinished Business: State Legislators on Monitoring the Executive Branch. #520, 60¢.
- Supercity/Hometown USA: Prospects for Two-Tier Government. #477, \$1.95, 5-15/\$1.50.
- State Program Issues INDEX - a state by state listing of program issues for study and action. #162, 75¢.

Action Chair:

- Action. Newly revised handbook for planning comprehensive, effective action, including lobbying, monitoring and litigation. #161, \$1.
- Impact on Issues 1978-80. Leader's Guide to National Program. #386, \$1. Order after Sept. 1.
- Making An Issue of It: The Campaign Handbook. #613, 75¢.
- Getting It All Together: The Politics of Organizational Partnership. #674, 25¢.
- The Verdict Is In: A Look at Public Interest Litigation. #536, 25¢.
- Tell It to Washington - contains 1976-77 Congressional directory plus tips on communicating with national representatives. #349, 35¢.
- Public Action Kit (PAK) - contains many of the above publications (free flyer available). #629, \$3.
- Report From the Hill and Action Alerts - see League Action Service subscription.
- Speaking Out - setting up a Speaker's Bureau. #299, 15¢.

August 1978

Subscription Services Available from the National Office

The President's Mailing is sent free to the president of each provisional, local and state League and ILO (please see Communications Guide enclosed for description). This mailing is sent either first or third class, depending on the urgency of its contents. To avoid bottlenecks in this vital flow of League information, be sure to notify the LWVUS Publication Sales Department whenever changes in the name or address of the president occur.

Duplicate President's Mailing (DPM) is sent at a cost of \$20 a year and can be ordered by League members only. DPM subscribers get a copy of everything in the President's Mailing, except internal administrative materials clearly identified as NOT going on DPM. The subscription runs for twelve months from the date of payment and may be transferred to another member free of charge up to 60 days before its expiration date. The LWVUS office sends renewal notices two months in advance of this date with a form to be returned with remittance. First or third class delivery is used as with the President's Mailing. Leagues are strongly urged to order enough subscriptions to facilitate circulation of materials and information to all appropriate board members and committees. It's also the best way for a Publications Chairman to keep up with current publications.

Publications Service is available for \$10 a year and includes all new LWVUS and LWV Education Fund publications of general interest. It runs for 12 months from the date of subscription and is highly recommended for schools, libraries, the general public and League members who wish to keep informed. Publications are mailed third class quarterly.

League Action Service (LAS) includes Action Alert and Report from the Hill and will keep you up-to-the-minute about legislation on issues of League concern. LAS tells you when to act and what lies behind current legislative maneuvers. All subscriptions, no matter when entered, run only for a specific session of Congress: from January through December of each congressional year. Annual subscriptions cost \$7.50 and must be ordered between January and March 1 of each year. After March 1, new League officers can order a part-year LAS subscription starting June 1 for \$5. After June 1 only part year subscription orders are taken until December when a LAS subscription form is sent to all local and state League presidents and former LAS subscribers.

ORDERING AND USING THE NATIONAL BOARD REPORT

After each of its quarterly meetings, the national board issues a National Board Report (although sometimes we substitute a memo after the spring meeting, when pre-council and pre-convention information is going out in any case). As with all national publications, every president and DPM subscriber gets a copy automatically. In addition, we strongly recommend that you order enough extra copies to supply each board member.

WHY? Because the National Board Report is an essential planning tool for that League ideal: total board responsibility. We try to write not just to the portfolio chair, but to the whole board, to identify overall priorities and to indicate the policy issues and decisions that the boards need to consider.

HOW? We've tried to make it easy. You can place a STANDING ORDER for a minimum of 5 copies to be mailed to one address. Those copies will go out automatically (fourth class mail) at the same time as the mailing to presidents and DPM subscribers. You don't have to prepay. A remittance slip that includes directions for payment is enclosed with each shipment. To help you budget, NBRs are uniformly priced at 50¢ a copy. This STANDING ORDER is on the honor system -- the only exception to our prepayment policy on publication orders.

CHECK: Do you have a STANDING ORDER?

If so, is the addressee correct?

If not, make the change on the Order Form for Standing Order (give the old and new information).

Are you ordering enough copies? If not, change the number on the number on the Standing Order Form.

If you don't have a STANDING ORDER, start one on the accompanying form.

(We are providing two copies of the form -- one for your records, one for us.)

League of Women Voters of the United States
1730 M Street, N.W., 10th Floor, Washington, D.C. 20036

PUBLICATION ORDER BLANK

Name of League _____ State _____
Order placed by _____ Date _____
Address _____ City, state, & zip code _____

ALL ORDERS SHOULD BE PREPAID
See Reverse For Ordering Instructions

Publication Number	Quantity	Name of Publication	Unit Price	Total Cost (See reverse for member discount)

Special mail service will be given upon
request. Please add the appropriate amount
for special services to your payment.

TOTAL COST OF ORDER _____

POSTAGE _____

- () Priority mail, add 20%
() Special Delivery, add \$1.50/parcel \$2.00 / Parcel
() Special handling, add 70¢/parcel

GRAND TOTAL _____

Please print in ink or typewrite the information requested on the mailing label below.

PLEASE DO NOT DETACH

Ship to:

Name _____

Organization _____

Street Address _____

City, State, Zip Code _____

ORDERING LEAGUE PUBLICATIONS

ALL ORDERS SHOULD BE PREPAID. The League will pay third or fourth class mailing costs on prepaid orders (see mailing instructions below).

PLEASE DO NOT SEND CASH OR STAMPS THROUGH THE MAIL. PAYMENT SHOULD BE MADE IN U.S. DOLLARS BY CHECK OR MONEY ORDER.

DISCOUNTS (Members Only)

20% for 11-50 copies
30% for 51-500 copies
40% for 501-1000 copies

Discounts for larger quantities on request. No further discounts where multiple prices are given (e.g. 10/\$1.20), except for very large special orders.

PUBLICATION NUMBERS: It is essential that the correct publication number and title be given on all orders.

AVAILABILITY: All current publications are listed in the Catalog. Material not included in the Catalog has been discontinued, is out of print, or is not yet ready for distribution. Do NOT order new publications before your president receives her advance copy. We cannot hold orders.

MAILING INFORMATION: Orders are mailed third or fourth class (parcel post), depending on weight of order. Allow four - six weeks for delivery. For faster delivery specify priority mail, special handling or special delivery (available for all delivery classes). Add 20% to prepaid orders for priority class mail, \$1.50 per parcel for special delivery and 70¢ for special handling requests. Check with your post office for delivery time to your city from Washington, D. C. Place your orders as early as possible to insure sufficient time.

RETURNING MATERIALS: Refunds will be made only for orders incorrectly filled - if material is returned in salable condition within 30 days with the packing slip and a brief explanation for the return.

EMERGENCIES: You still can telephone or telegraph your order in an emergency. Call (202) 296-1770 Monday through Friday between 10:00 a.m. and 4:00 p.m. Washington time. Collect calls are not accepted. Telegraphed orders are sent the fastest way unless you specify otherwise. All such orders MUST include name of League and person to be billed. Remittance is due upon receipt of merchandise.

LWVUS

This is not going on DPM.

August 1978

ORDER FORM FOR STANDING ORDER
NATIONAL BOARD REPORT

*NEW ORDER:

Please enter a STANDING ORDER for _____ copies of the NATIONAL BOARD REPORT.
(5 or more)

For the LWV of _____.

Send the order to:

Name: _____

Street: _____

City: _____ State: _____

*CHANGE IN ORDER:

Please change the number of copies on our STANDING ORDER from _____ to _____.

Please change the addressee from:

to:

LWVUS

This is not going on DPM.

TIPS ON COPYRIGHTING

Local and state Leagues are encouraged to consider copyrighting major publications such as Know Your Community and Know Your Schools as well as program publications of a substantive nature. A copyright will ensure that credit is given where it is due -- to the League's own creative and hardworking researchers, authors and editors.

The copyrighting process is not as mysterious as it might seem to the uninitiated. Copyright is established by printing the correct information, in the correct sequence in the correct place the first time you print a publication. This means that the phrase "©1978 League of Women Voters of Hewtown" must appear on the title page or its reverse. The word copyright, the abbreviation "Copr." or simply © are equally correct. The phrase "by the" is optional. Adding "All rights reserved" is also optional. Remember, you can't decide to copyright at the time of a second printing, if you didn't do so the first time around. To register your copyright, request application forms from:

Register of Copyright
Library of Congress
Washington, D.C. 20559

A fee of \$10 per publication is charged and two copies of the work must be sent with the completed application. You can ask the Register of Copyright for free pamphlets on copyright including how to protect unpublished materials and audio-visual materials.

You can register material any time after publication up to the expiration of the copyright which extends for 75 years from publication, when the League or an education fund is the "author" and holder of copyright. If some of your existing publications have already fallen into the public domain, it is possible that extensive revisions of these publications will make them eligible for copyright. In such cases a legal opinion may be necessary.

July 1978

Please give to person in your League
reporting member changes to LWVUS

This is not going on DPM

How to Use the National Voter Membership Report Form

GENERAL INFORMATION

Enclosed is a copy of the National VOTER Membership Report Form used to report all membership changes including additions, drops, members' name and address changes and transfers by members to new Leagues. These forms are available free upon request from the LWVUS.

In order to insure accuracy of information, regularity in reporting and to avoid duplication of information, all membership records should be the responsibility of one person (e.g. membership chairperson, treasurer, etc.) and a record of changes sent to the LWVUS should be kept by your League.

NATIONAL VOTER MEMBERSHIP DIRECTORY

The Directory is a printout of members' names and addresses in alphabetical order, sent directly to each local League president 2 or 3 times a year listing those members who have received the most current issue of the National VOTER. The president should give the Directory to the person who is responsible for reporting member changes to the LWVUS.

The number preceeding the member's name and address is the member number which should be used when reporting changes for current members.

INSTRUCTIONS

1. Use the National VOTER Membership Report Form to report all additions, changes and drops in members' names and addresses. Send changes on a regular basis (e.g. monthly) to the National VOTER Membership Department, League of Women Voters of the U.S., 1730 M St. NW, Washington, DC 20036.
2. Type or block print all entries and keep a record of changes submitted to avoid duplication and error.
3. List new members' names and complete addresses under the appropriate section.
4. *Transfers* IN: Record transfers from another League in the appropriate section. *Transfers* OUT: Since a person joins the LWVUS through a local League, the LWVUS is unable to complete a member transfer from the national office. Please see that the member moving from your League is given the name and address of the local League or the state League in the new area. That League reports the name of the member as a Transfer IN.
5. When reporting changes in current members' names and addresses, include the member number in the space indicated. This number precedes the member's name in the National VOTER Membership Directory (the printout of members' names and addresses in alphabetical order sent to local League presidents several times a year).
6. Be sure to send a duplicate form or the state form (whichever is applicable to the state League office).

NOTE: Change in title (e.g. Ms., Miss, Mrs.) can only be processed when a member has been married, divorced or widowed.

TRANSFER NOTE

As a service to the member moving from their area, some local Leagues continue to carry the member, but list the member's new address by processing under the CHANGE OF ADDRESS AND/OR NAME section of the report form. This gives the person time to join the League in the new area and not miss the National VOTER. After six months the first local League fills out the DROP form, removing the member's name from their list.

August 1978

NATIONAL VOTER MEMBERSHIP REPORT FORM

Instructions:

1. Use this form to report all additions, changes and drops in members' names and addresses. Send changes on a regular basis (e.g. monthly) to the National Voter Membership Dept., League of Women Voters of the U.S., 1730 M Street, N.W., Washington, D.C. 20036.

2. Type or block print all entries and keep a record of changes submitted to avoid duplication and error.

3. List *new members'* names and addresses under the appropriate section.

4. Transfers IN: Record transfers from another League in the appropriate section. Transfers OUT: Since a person joins the LWVUS through a local League, the LWVUS is unable to complete a member transfer from the national office. Please see that the member moving from your League is given the name and address of the local League or the state League in the new area; the new League then reports the name of the member as a Transfer IN.

5. When reporting changes in current members' names and addresses include the member number in the space indicated. This member number precedes the member's name in the National Voter Membership Directory (the printout of members' names and addresses in alphabetical order sent to local League presidents several times a year).

NOTE: Change in title (e.g. Ms., Miss, Mrs.) can only be processed when a member has been married, divorced or widowed.

FROM: LWV of

Name _____

State

NO.

Local League Number

Individual's Name & League Title

Date _____

NEW MEMBERS - (List alphabetically)

[illegible]

TRANSFERS TO YOUR LEAGUE FROM OTHER LEAGUES - (Please give name of former League)

Last Name	First Name	Title	House # Route #	Street Name or Box #	City	State	Zip Code
			New				
Former League (Name)	(State)	Old					
			New				
Former League (Name)	(State)	Old					

CHANGE OF ADDRESS AND/OR NAME

Member #	Last Name	First Name	Title	House # Route #	Street Name or Box #	City	State	Zip Code
	<u>New</u> -----							
	Old							
	<u>New</u> -----							
	Old							
	<u>New</u> -----							
	Old							
	<u>New</u> -----							
	Old							
	<u>New</u> -----							
	Old							

DROPS - (List alphabetically)

Member Number	Last Name	First Name	Title	House # Route #	Street Name or Box #	City	State	Zip Code

League of Women Voters of the U.S.
League of Women Voters Education Fund
1730 M Street, N.W.
Washington, D.C. 20036

May 1978

This is going on DPM

OFFICERS AND DIRECTORS/TRUSTEES

1978 - 1980

OFFICERS

		<u>Phone Hours*</u>
Ruth J. Hinerfeld (Mrs. Norman) President/Chairman 11 Oak Lane, Larchmont, New York 10538	914 834-7799 914 834-7978	8a.m. - 9 a.m. After dinner EST
Ruth Robbins (Mrs. Lionel) First Vice President/Vice Chairman 448 Gulf of Mexico Drive, A 301 Longboat Key, Florida 33548	813 388-3335	8 a.m. - 9 p.m. EST
Nancy Neuman (Mrs. Mark) Second Vice President/Vice Chairman 132 Verna Road Lewisburg, Pennsylvania 17837	717 524-4713	9 a.m. - 5 p.m. EST
Yvonne Spies (Mrs. Chuck) Secretary/Treasurer 12650 Grandin Lane Bridgeton, Missouri 63044	314 291-1269	

DIRECTORS/TRUSTEES

Doris Bernstein (Mrs. Stuart) 1371 Sheridan Road Highland Park, Illinois 60035	312 433-2462	Anytime EST
Lee C. Carpenter (Mrs. Edgar) 6224 164th Avenue, S.E. Issaquah, Washington 98027	206 746-8173	7 a.m. - 9 a.m. 3 p.m. - 5 p.m. PST
M. Joanne Hayes (Mrs. Joseph) 30 Colette Drive Poughkeepsie, New York 12601	914 462-6487 (Home) 212 532-3200 (Office)	
Hester (Tess) McNulty 2160 Vassar Drive Boulder, Colorado 80303	303 494-0852	7:30 a.m.-8:30 a.m. 7 p.m. - 11 p.m. MST
Regina O'Leary (Mrs. Kevin) 2590 Shaker Road Cleveland Heights, Ohio 44118	216 371-2306	7:30-a.m.-8:30 a.m. 4:30 p.m.-6p.m. EST

*
Indicates hours individual prefers to receive phone calls.

Dorothy K. Powers (Mrs. James) 152 Westcott Road Princeton, New Jersey 08540	609 921-1092	8 a.m. - 9 a.m. EST
Dot Ridings (Mrs. Don) 2615 Top Hill Road Louisville, Kentucky 40206	502 896-9642	8 a.m. - 11 p.m. EST
Gina Rieke (Mrs. Richard) 2998 Kohala Drive Salt Lake City, Utah 84117	801 277-6154 (Home) 801 328-4995 (Office)	7 a.m. - 8 a.m. 9 a.m. - 5 p.m. MST
Florence Rubin (Mrs. Lawrence) 1504 Centre Street Newton Centre, Massachusetts 02159	617 244-0677 617 244-4939	
Ann Savage (Mrs. Robert) 2332 N.W. 119th Street Oklahoma City, Oklahoma 73120	405 751-6382	
Ann Viner (Mrs. Arthur W.) 109 Rosebrook Road New Canaan, Connecticut 06840	203 966-3456	7:30 a.m. - 10 p.m. EST

Nominating Committee 1978-80

Maxine Krull (Mrs. Kenneth) Chairman Route 1, Box 369 D-20 Olympia, Washington 98502	206 866-1917
Beth Doty 1044 Olde Mill Lane Hixon, Tennessee 37343	615 842-4275
Maxine Hansen (Mrs. Howard) 300 Morningside Wichita, Kansas 67218	316 682-0825
Judith B. Heimann (Mrs. Ernest L.) 6900 Marbury Road Bethesda, Maryland 20034	301 229-4647

United Nations Observer

Edith Segall Woodlands Road Harrison, New York 10528	914 967-0523
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League of Women Voters of the U.S.
1730 H Street, N.W.
Washington, D.C. 20036

May 1978
This is going on DPM.

TO: State and Local League and ILO Presidents
FROM: Ann Viner, Organization Chair
RE: 1978-79 Reading Assignments

Your bulletins and Voters continue to offer a great opportunity to keep up with your immensely varied activities and to know you better. Therefore we ask you to do the following:

Local Leagues, State Leagues, ILOs

- [] Send three copies of bulletins, Voters and substantive publications (e.g. Know Your Town) to the national office (one for your League's permanent file, the other two for internal circulation).
- [] Send one copy of your bulletin or Voter to the national board member specified on the list on the reverse side of this memorandum at her home address (though each board member reads materials from about a hundred Leagues and cannot act as a personal consultant, your reporting affords a vivid overall picture of what is going on in your area).

Big City Leagues and ILOs

- [] Big city Leagues and ILOs are requested to send one copy of their bulletins to:

Ruth J. Hinerfeld, President
League of Women Voters of the U.S.
1730 H Street, N.W.
Washington, D.C. 20036

State Leagues Only

- [] In addition to state Voters and publications (Know Your State, handbooks, etc.) one copy of minutes, board briefings and board reports should also go to the designated board member and to:

Ann Viner
109 Rosebrook Road
New Canaan, Connecticut 06840

Thank you for your cooperation. Be assured that we are not only listening to you but learning from you and that we share the information you send to us with other League members.

Have a good year!

(OVER)

STATE

BOARD MEMBER to whom
materials should be sent

Alabama	Rieke
Alaska	Carpenter
Arizona	Powers
Arkansas	McNulty
California	O'Leary
Colorado	Carpenter
Connecticut	Hayes
Delaware	O'Leary
*District of Columbia	Rieke
Florida	Powers
Georgia	Robbins
Hawaii	Carpenter
Idaho	Spies
Illinois	Powers
Indiana	Bernstein
Iowa	Carpenter
Kansas	Rieke
Kentucky	Carpenter
Louisiana	Hayes
Maine	Savage
Maryland	Rubin
Massachusetts	Spies
Michigan	Neuman
Minnesota	McNulty
Mississippi	Savage
Missouri	Ridings
Montana	O'Leary
Nebraska	Savage
Nevada	Rieke
New Hampshire	Ridings
New Jersey	Ridings
New Mexico	Spies
New York	Rubin
North Carolina	Ridings
North Dakota	Savage
Ohio	Rubin
Oklahoma	Rubin
Oregon	Hayes
Pennsylvania	Robbins
*Puerto Rico	Robbins
Rhode Island	Powers
South Carolina	Neuman
South Dakota	Rieke
Tennessee	Spies
Texas	Neuman
Utah	Neuman
Vermont	Robbins
Virginia	McNulty
*Virgin Islands	Hayes
Washington	Bernstein
West Virginia	McNulty
Wisconsin	Bernstein
Wyoming	Robbins

*Local Leagues

LWVUS

This is not going on DPH.

THIRD CLASS POSTAL RATE CHANGE

This is to remind you that the final change has now been made in Section 134.53 of the U.S. Postal Service Manual (PSM) that broadens the definition of the types of nonprofit organizations eligible to mail materials at special third-class rates.

ACTION ORGANIZATION PROHIBITION REMOVED

The prohibition against mailing at special third-class rates by religious, educational, scientific, and philanthropic action organizations, in section 134.53, POSTAL SERVICE MANUAL is no longer valid. The final notice on this change in our regulations was published in the June 22, 1977, Federal Register. The change will be made in section 134.53, PSM.

Organizations which can establish that they are nonprofit and that they qualify within one of the eight definitions of categories in section 134.522, PSM, may be authorized by the Postal Services Center, regardless of legislative or political activity. -- Rates and Classification Department, 8-25-77.

As outlined in the January NBR the U.S. postal service acted favorably on the LWVUS application for a special third-class bulk rate permit.

EACH LEAGUE MUST STILL APPLY FOR THIS PERMIT INDIVIDUALLY. To do so:

- Get copies of PS forms 3624 and 3601 from the post office. Form 3624 is used to request the special third class permit. Form 3601 is used to acknowledge that if you are granted the special rates permit, you are eligible for a retroactive refund.
- Complete the information requested.
- Prepare a cover letter stating your intent to apply and noting that the appropriate forms have been completed and attached. Mention in this cover letter that the LWVUS has obtained this permit. This reference will not guarantee your getting the permit, but it provides additional back-up information to your request.
- Include a current copy of your League's bylaws and proof of tax exemption issued by the Internal Revenue Service.
- Date everything properly and keep a copy of the form and all evidence submitted.

All of this material should be addressed and sent to the postmaster of the post office that your League uses for regular third class mailings.

August 1978

NATURAL RESOURCES

ENVIRONMENTAL QUALITY

Water--Areawide planning
Safe drinking water
Wastewater treatment
Water resource management
Solid Waste--Management
Recycling
Waste reduction
Air--Pollution

ENERGY

Energy policy
Conservation
Consumption
Electric power
Fuel transport and storage
Sources:
Conventional and alternate
Technology

LAND USE

Coastal zone management
Planning and growth management
Public lands issues
Flood plain management

HUMAN RESOURCES

Civil rights and equity issues
Education
Employment
Housing
Income assistance
Revenue sharing
Social services
Health
Food stamps
Day care
Womens Issues

INTERNATIONAL RELATIONS

Development (economic assistance policies)
Trade
United Nations

GOVERNMENT

Individual liberties and
freedom of information
Voting rights
Legislative process
Governmental structure,
powers and reform
Campaign finance
Full representation for D.C.
Apportionment/reapportionment
Legislative redistricting
Election laws
"Sunshine", "sunset" legislation
Lobbying reform
Ethics in government
Federalist Papers project
follow-up

VOTERS SERVICE

Citizen participation and education
Absentee voting, voter registration procedures
Election statistics
Voters service materials on national elections
Political party participation
Running for office
Campaign techniques

CITIES/URBAN CRISIS

Urban impacts of:--federal aid programs and allocation formula
--intergovernmental relationships
--fiscal and tax relationships
--role of neighborhoods
--urban/suburban disparities
Fiscal and management capacities of cities
Economic development--public and private (reinvestment, etc.)
Growth patterns and policies

LITIGATION

Under terms of Ford Foundation grant can act as
attorney for, and fund litigation of local and
state Leagues on voting rights, campaign finance,
open meetings/open records, equality of oppor-
tunity. In some instances, department attorneys
can handle non-League cases of precedent-setting
value.
General and technical information on public inter-
est litigation
Litigation workshops

B is for BASIC

. . .please file this with other important League reference materials.

This folder provides a brief overview of the national operation.

NATIONAL BOARD		
Functioning as Directors of the LWVUS and Trustees of the LWVEF, National Board members make League policy decisions in accordance with National Convention directives and guide national staff in their implementation.		
LEAGUE OF WOMEN VOTERS OF THE UNITED STATES	LWVUS LWVEF SHARED SERVICES	LEAGUE OF WOMEN VOTERS EDUCATION FUND
Executive Administration:	Public Relations 50 50	Education Fund Administration:
Office of the President	Editorial 35 65	State and Local Grants/ Reference Service
Office of the Executive Director	National Voter 50 50	Departments:
Divisions:	Research and Development 10 90	Environmental Quality (Water, Air, Solid Waste)) Natural Energy Resources Land Use
Organization/Services to Leagues	Finance and Business: 50 50	Human Resources
Legislative Action	Accounting	International Relations
ERA Campaign Office	Central Files	Government/Voters Service
	National Convention/Council	Cities/Urban Crisis
	Mailroom	Litigation
	National Voter Files	
	Publication Sales	

LWVUS/LWVEF National Office address:
1730 M Street, N.W.
Washington, D.C. 20036

Phone Numbers:
LWVUS: (202) 296-1770 LWVEF: (202) 659-2885

National office hours:
9 a.m. - 5 p.m.
Monday - Friday

Plus a synopsis of the services and expertise
available to you through the national office

Read on



NATIONAL SERVICES AT YOUR FINGERTIPS

"FYI" and for use when you need specific information from the national office. Although it is not possible to list the complete range of subjects covered within each category, we have tried to highlight those we thought would be of most current interest to members. If your particular concern does not fit under any of the general headings direct your inquiry to the Executive Assistant at either the LWVUS or LWVEF. Whether you call, write or come in person, every effort will be made to put you in contact with the board or staff member who can help you.

DIVISIONS OF THE LEAGUE OF WOMEN VOTERS OF THE UNITED STATES

EXECUTIVE ADMINISTRATION

Office of the President

Office of the Executive Director

Overall implementation of policies, procedures and programs for the LWVUS and LWVEF.

ORGANIZATION/SERVICES TO LEAGUES

Provides assistance and information to Leagues through field service, training and publications in the following organizational and management areas.

MEMBERSHIP--Recruitment, retention, involvement

MONEY--Concepts of budgeting; grantsmanship and fund raising; treasurer's responsibilities

BOARDS--State, local and ILO board and organizational management; decision making; policies and procedures

PROGRAM--Resource file on state and local issues; member agreement/consensus procedures

PROCEDURES--

Organizing new Leagues

Changes in name and/or status of Leagues

PMP (per member payment) obligation

Bylaws

Nonpartisan political policy

National consensus analysis

National program-making and bylaws suggestions

50 Year Life Members

MALs (members at large) state; national overseas

General information on mail permits and incorporation

ABC election reporting

LEGISLATIVE ACTION

Directs action on all national program issues

Action techniques, tactics

Processing of action clearances on national program

Status of national legislation

Preparation of testimony

ERA CAMPAIGN OFFICE

Coordination of nationwide League of Women Voters of the United States Equal Rights Amendment (ERA) ratification efforts

DIVISIONS SERVICING BOTH LEAGUE OF WOMEN VOTERS OF THE UNITED STATES AND LEAGUE OF WOMEN VOTERS EDUCATION FUND

PUBLIC RELATIONS

LWVUS and LWVEF media exposure

Historical background on the League

Media tactics

Promotion of national League publications

Biographical information on national board members

SPOTMASTER: For latest developments on League issues call (202) 296-0218 from 1 p.m. on Friday to 3 p.m. on Monday (EST)

EDITORIAL

Coordination and production of LWVUS and LWVEF publications

Bulk order discounts over a thousand

Reprint permission/copyright information

Classified ads for local and state League publications

NATIONAL VOTER

Gathering story ideas on League activities

RESEARCH & DEVELOPMENT

Fund raising for LWVUS and LWVEF (solicitation of corporate and foundation gifts, direct mail campaigns)

Administration of national sharing formula

FINANCE & BUSINESS OFFICE

--Administers and oversees:

Accounting

Per member payment and state League pledge records

Central Files

Repository for all current local, state and ILO records (correspondence, bulletins, etc.)

State presidents and ILO lists and free mailings

National Convention/Council

Convention sites, dates and physical arrangements

TEP (Travel Equalization Plan)

Mailroom

Preparation and processing of publication orders

National Voter Files

Changes in membership list

Publications Sales

Publication orders

Local League presidents free mailing

Subscription Services

DPM (duplicate presidents mailing)

Standing Orders (National Board Report)

Publications Service

League Action Service (Action Alert; Report from the Hill)

DEPARTMENTS OF THE LEAGUE OF WOMEN VOTERS EDUCATION FUND

EDUCATION FUND ADMINISTRATION

Implementation of LWVEF policies and programs

Oversight of LWVEF grants and contracts

National office tours

National Convention Liaison

STATE & LOCAL GRANTS REFERENCE SERVICE

Administration of service enabling state and local Leagues to solicit local, tax-deductible contributions to the LWVEF and obtain grants from the LWVEF for approved educational projects in their communities

REFERENCE SERVICE: Maintenance and distribution of source data needed for research by program and other departments

Overall, LWVEF PROGRAM DEPARTMENTS offer the following help in connection with current League program concerns:

Publications--research and writing

Technical information

Bibliographies

State and local League work on national program

Administration of projects and pass-through grants (where applicable)



memorandum

June 1978

This is not going on DPM.

TO: Local and State Presidents

Please give second copy of this memorandum, Memorandum About Voluntary Contributions to the LWVEF, PMP Statement and green payment forms to your Treasurer.

FROM: LWVUS Business Office

RE: Per Member Payment (PMP)

THE PER MEMBER PAYMENT SYSTEM--was established by delegates to the 1972 national Convention. It provides direct support from local and provisional Leagues to their national organization via uniform per member payment.

THE NUMBER OF MEMBERS YOUR LEAGUE HAS ON JANUARY 1 IS THE NUMBER OF MEMBERS FOR WHOM YOU PAY PMPs. The January 1 membership count is reported to national and state via the annual report--and this same report is used to determine local League representation at national and state conventions.

LOCAL LEAGUE PMP OBLIGATION--Each local League's PMP obligation is based upon its total number of members (both voting and associate) as of January 1, minus "Life Members" (see definition*** page 2) multiplied by the amount per member set by national convention. Delegates to the 1978 convention set the PMP for this fiscal year (1978-79) at \$9.00 per member; delegates set the PMP level for next fiscal year (1979-80) at \$10.00 per member. Please note that payment of the PMP is not optional or subject to amendment by any League. The rate is established by national Convention, which is the sovereign body of this organization and each League is obligated to meet its national support responsibilities.

PROVISIONAL LEAGUE PMP OBLIGATIONS--Delegates to the 1978 Convention established a special PMP "grace period" for provisional Leagues. Provisionals are now liable for only one-half the regular PMP rate until recognized as a full-fledged local League or until the end of a two-year period, whichever occurs first. Thus, in FY 1978-79 provisionals will be assessed only \$4.50 per member or one-half the regular \$9.00 per member rate. Note: Because of the special nature of this low-cost benefit, provisionals will be billed \$4.50 per member, regardless of what month during the fiscal year they receive recognition as a provisional League. If a provisional League of 40 members receives official provisional recognition

on April 1, 1978, its total FY 1978-79 PMP obligation would amount to \$180. Likewise, if a 50 member provisional League received official provisional recognition on September 1, 1978, its PMP obligation would amount to \$225 (50 X \$4.50).

STATE LEAGUE PMP OBLIGATION--State Leagues are responsible for making per member payments for any state members-at-large on their rolls--the number of MAs as of January 1 multiplied by \$9.00 for fiscal year 1978-79.

***Life Membership may be granted to any voting member of the League of Women Voters who attains 50 years as a member of the LWVUS. No further dues will be collected and all privileges will be retained as a voting member.

PAYMENT METHOD(S)--Preferably, PMP payments are made in one lump sum at some point in the first quarter of the fiscal year (April 1 - June 30). Alternatively, a League can make semi-annual or quarterly payments as noted on the attached green payment forms. While the installment plan helps spread local League expenditures over the year, it costs more to administer. Annual or semi-annual payments help the national office to better plan its cash flow.

PAYMENTS SHOULD BE MADE DIRECTLY TO THE LWVUS--Four sets of green payment forms are enclosed as well as a statement of your League's total PMP. The green payment forms are designed strictly for use in making per member payments. In making payments Leagues should be sure to address their envelopes to the LWVUS Accounting Office and boldly mark "PMP" on the lower left corner of the envelope.

Note--Those Leagues that have already sent in PMPs for the 1978-79 fiscal year figured at a lower per member rate should be sure to adjust future remittances in order to meet the \$9.00 amount per member set by convention.

IMPORTANT: Enclosed with this mailing is a brief memorandum outlining a new option for League PMP payments. While it does not take effect until September 1, 1978, Leagues should take the time now to consider whether or not it is feasible or desirable for them to avail themselves of this option, and what impact its use might have on their bookkeeping and accounting, record-keeping, and fund-raising procedures. Additional information about procedures and forms relating to the option will be sent to all Leagues by late Summer.

IN SUMMARY--The official PMP for FY 1978-79 (April 1, 1978 - March 31, 1979) is \$9.00 X the number of members on a League's membership roster minus "Life Members" as of January 1, 1978. Provisional Leagues should refer to the important information detailed for them above.

Thank you.

PER MEMBER PAYMENT FORM

(To be used only for PMP remittances)

PLEASE MAIL TOP HALF OF FORM WITH YOUR CHECK TO LWVUS. Thank you.

LWV of _____
(Name of League) (State)

LOCAL LEAGUES or STATE MALs: Membership count as of January 1, 1978

(voting and associate) = _____ x \$9.00 PMP = _____
(total due)

PROVISIONAL LEAGUES: Membership count as of January 1, 1978

(voting and associate) = _____ x \$4.50 PMP = _____
(total due)

Amount of check enclosed: \$ _____ (mark PMP on this check, please)

This check is for the following:

- | | |
|--|---|
| <input type="checkbox"/> PAYMENT IN FULL
April 1, 1978 - March 31, 1979 | <input type="checkbox"/> First Quarter
April 1, 1978 - June 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
April 1, 1978 - September 30, 1978 | <input type="checkbox"/> Second Quarter
July 1, 1978 - September 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
October 1, 1978 - March 31, 1979 | <input type="checkbox"/> Third Quarter
October 1, 1978 - December 31, 1978 |
| | <input type="checkbox"/> Fourth Quarter
January 1, 1979 - March 31, 1979 |

Date _____ Signed _____

=====

PLEASE RETAIN THIS SECTION FOR YOUR RECORDS

LWV of _____

Membership Count as of January 1, 1978 _____

Check No. _____ in the amount of \$ _____ sent to the LWVUS

on _____ (date) by _____ (person)

which was the per member payment for:

- | | |
|--|---|
| <input type="checkbox"/> PAYMENT IN FULL
April 1, 1978 - March 31, 1979 | <input type="checkbox"/> First Quarter
April 1, 1978 - June 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
April 1, 1978 - September 30, 1978 | <input type="checkbox"/> Second Quarter
July 1, 1978 - September 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
October 1, 1978 - March 31, 1979 | <input type="checkbox"/> Third Quarter
October 1, 1978 - December 31, 1978 |
| | <input type="checkbox"/> Fourth Quarter
January 1, 1979 - March 31, 1979 |

League of Women Voters of the U.S.
1730 M Street, N.W., Washington, D.C. 20036

This is not going on DPM.
August 1978

PER MEMBER PAYMENT FORM

(To be used only for PMP remittances)

PLEASE MAIL TOP HALF OF FORM WITH YOUR CHECK TO LWVUS. Thank you.

LWV of _____
(Name of League) (State)

LOCAL LEAGUES or STATE MALS: Membership count as of January 1, 1978

(voting and associate) = _____ x \$9.00 PMP = _____
(total due)

PROVISIONAL LEAGUES: Membership count as of January 1, 1978

(voting and associate) = _____ x \$4.50 PMP = _____
(total due)

Amount of check enclosed: \$ _____ (mark PMP on this check, please)

This check is for the following:

- | | |
|--|---|
| <input type="checkbox"/> PAYMENT IN FULL
April 1, 1978 - March 31, 1979 | <input type="checkbox"/> First Quarter
April 1, 1978 - June 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
April 1, 1978 - September 30, 1978 | <input type="checkbox"/> Second Quarter
July 1, 1978 - September 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
October 1, 1978 - March 31, 1979 | <input type="checkbox"/> Third Quarter
October 1, 1978 - December 31, 1978 |
| | <input type="checkbox"/> Fourth Quarter
January 1, 1979 - March 31, 1979 |

Date _____ Signed _____

=====

PLEASE RETAIN THIS SECTION FOR YOUR RECORDS

LWV of _____

Membership Count as of January 1, 1978 _____

Check No. _____ in the amount of \$ _____ sent to the LWVUS

on _____ (date) by _____ (person)

which was the per member payment for:

- | | |
|--|---|
| <input type="checkbox"/> PAYMENT IN FULL
April 1, 1978 - March 31, 1979 | <input type="checkbox"/> First Quarter
April 1, 1978 - June 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
April 1, 1978 - September 30, 1978 | <input type="checkbox"/> Second Quarter
July 1, 1978 - September 30, 1978 |
| <input type="checkbox"/> Semi-Annual Payment
October 1, 1978 - March 31, 1979 | <input type="checkbox"/> Third Quarter
October 1, 1978 - December 31, 1978 |
| | <input type="checkbox"/> Fourth Quarter
January 1, 1979 - March 31, 1979 |



memorandum

June 1978

This is NOT going on DPM

To: State and Local League Presidents, with copy for Treasurers
From: Yvonne Spies, Secretary/Treasurer
Re: Filing of Internal Revenue Service Form 990

PLEASE PASS SECOND COPY OF THIS MEMO TO YOUR TREASURER

This memorandum is a reminder to (1) Leagues which are tax exempt and which have more than \$10,000 in gross receipts and (2) Leagues which have not filed for tax exempt status. If you are tax exempt and have more than \$10,000 in gross receipts you are required to report annually income and expenses on Form 990 to the Internal Revenue Service. The return is due on the 15th day of the fifth month following the close of your fiscal year (example: Leagues using the April 1 - March 31 fiscal year must file by August 15).

Leagues, though non-profit, are not automatically exempt from the payment of Federal income taxes. According to IRS regulations, associations which do not qualify for exemption are technically treated as corporations for Federal income tax purposes, and may be required to file corporate income tax returns.

File Form 990 only if you have received an "exemption letter" from the IRS and have more than \$10,000 in gross receipts. The national office believes that Leagues, if they have not already done so, should make application for tax-exempt status regardless of the amount of gross receipts. Your local office of the IRS will be able to assist you. Generally, exemption should be requested under Section 501 (c) (4) of the Internal Revenue Code (a social welfare organization) and application should be made on Form 1024

Most local Leagues have less than \$10,000 in gross receipts (see IRS definitions) and will not be required to file Form 990. However, if you receive a preaddressed form and would not normally be required to file, experience indicates that you should return the form with the statement across the top "Gross receipts less than \$10,000" (also check box in upper right hand corner of Form 990 pertaining to this question). If you are required to file and for some reason do not receive Form 990, it is your responsibility to obtain one from the IRS. Form 990 returns should be addressed to one of seven IRS Service Centers depending on the location of your League. You should consult the instructions to the Form 990 to determine the appropriate Service Center for your League.

It is important not to confuse the terminology used to describe various non-profit organizations. "Tax exempt" means not having to pay Federal income taxes. "Not-for-profit" (non-profit) refers to groups organized under state law for purposes other than making a profit. "Tax deductible" refers to organizations to which donations are deductible on the income tax return of the donor (i.e., LHV Education Fund). Leagues having unrelated business income (see IRS definitions) may be required to file Form 990T. (See 990 T memo to local and state League and ILO Presidents, June, 1978.) Please consult a local accountant or attorney versed in non-profit tax matters if you have further questions. For your information, the national office has received a letter from our attorney indicating that, while certain income-producing activities may not be related to your tax exempt purpose and hence income from such activity could be held taxable, to the extent that substantially all of the effort expended in the production of such income is the result of volunteer labor, that income would be exempt from taxation. Since Leagues are operated almost completely by member volunteers, the above exception should be available to virtually every local League.

A thorough reading of the specific instructions provided by the IRS is essential to the proper filing of Form 990.

The questions on the bottom of Page 1 of Form 990 should be answered as completely as possible. Suggested answers follow:

- Question 16: Refer to your exemption application and determine if the scope of your activities, as outlined in that application, has changed. If so, report such changes in narrative form and attach to the return.
- Question 17: If your bylaws have been changed during the fiscal year being reported, answer "yes" and attach a copy of the updated bylaws to the return.
- Question 18: Your State League Treasurer should instruct you as to whether your state has elected to file group returns. Otherwise answer "no".
- Question 19: Answer "yes" or "no" according to the circumstances of your League.
- Question 20: Refer to instructions for proper definitions before answering.
- Question 21: Refer to instructions for proper definitions before answering. Voter education activities are not considered to be activities which influence an election for purposes of this question.
- Question 22: Not applicable.
- Question 23: Not applicable.

Question 24: Not applicable.

Question 25: Treasurer's name and address or League office,
whichever is appropriate.

Leagues operating "Education Fund" (501 (c) (3)) type organizations should obtain the assistance of local accountants or attorneys in preparing the necessary Federal and State filings. Additional questions you may have should be addressed either to me or the Business Manager, at the national office.



memorandum

June 1978

This is not going on DPM.

TO: Local and State League and ILO Presidents
(Second copy for Treasurers)

FROM: Ann Viner, Organization Chairman
Yvonne Spies, Secretary/Treasurer

RE: Unrelated Business Income / IRS Form 990-T

A number of you have been concerned that under certain circumstances your League may be required to pay tax on its "unrelated business income". Of particular concern has been the income a good many Leagues derive from the sale of advertising to finance League bulletins.

To respond to your questions, we have requested and received from League counsel the attached memorandum which provides an overview of IRS requirements pertaining to unrelated business income and makes specific reference as well to advertising income. Please read this memorandum carefully and make special note of the fact that if a League receives gross income of over \$1,000 from an unrelated business activity, it must file an IRS form 990-T even though no tax may be owed.

You should also be aware that determinations in this area of tax law are based on the special facts and circumstances of each situation, making it difficult to provide general advice that can cover all situations. In addition, because treasury regulations covering the computation of advertising income are quite complex, we recommend that Leagues receiving "substantial" net advertising income place their questions before a competent tax consultant or attorney. What is substantial advertising income? A good rule of thumb is that if your advertising income (less your direct advertising costs) exceeds \$1,000, it would be advisable to seek additional counsel.

POSSIBLE TAX CONSEQUENCES OF
CERTAIN INCOME PRODUCING ACTIVITIES

Definition of Unrelated Business Income

Organizations which enjoy an exemption from Federal Income Tax remain subject to tax on their "unrelated business income". Before such income is taxed, however, it must generally be shown that the activity giving rise to such income is:

- 1) a trade or business,
- 2) regularly carried on by the organization,
- 3) unrelated to the exempt purposes of the organization

"Trade or business" is defined broadly to include essentially any activity carried on for the production of income from the sale of goods or the performance of services. For example, the soliciting, selling and publishing of commercial advertising in a publication of an exempt organization constitutes a trade or business.

An activity is "regularly carried on" if the activity involves an element of frequency and continuity and is conducted in a manner which is generally similar to comparable commercial activities of nonexempt organizations. For example, if the advertising activities described above are conducted in connection with a regularly-issued publication of an exempt organization (i.e., monthly, quarterly), such trade or business activities will be deemed to be "regularly carried on". On the other hand, advertising sold in connection with a one-time only bulletin or publication will generally not be treated as a "regular" trade or business activity and will not give rise to unrelated business income. Even advertising sold in connection with an annual publication will not give rise to unrelated business income if such advertising is solicited and sold over a short period of time and without the competitive or promotional effort typical of commercial endeavors.

Often the most difficult determination to make with respect to income taxability is whether the income producing activity is "unrelated" to the organization's exempt purposes. An activity is unrelated if it does not have a substantial causal relationship (other than through the production of income) to the purposes for which the exempt organization operates. For example, the soliciting of commercial advertising does not usually further--other than through the generation of funds--any exempt purposes.

A good example of an activity which is clearly 1) a trade or business, 2) regularly carried on, and 3) unrelated to exempt purposes for most exempt organizations is a weekly white elephant sale conducted by a state or local League. However, as noted on the next page, the net proceeds from this activity may not be taxable.

Possible Tax Consequences (cont'd)

Exceptions

There are certain exceptions to the unrelated business income tax provisions which exclude from the scope of those provisions activities which would otherwise meet the three-pronged test described in this bulletin. Perhaps the most important of these exceptions for state and local Leagues is that provided for any trade or business in which substantially all of the work is performed for the exempt organization without compensation. Thus, the weekly white elephant sale referred to above would not generate taxable income if substantially all of the work in connection with the sale is provided by volunteers. "Substantially all" in this context is generally understood to mean 85% or more of the work effort. If the work is contracted for, or performed by paid staff, the "volunteer" exception will not apply. In the context of advertising, most of the printing work would probably be contracted for and, because this may be the most expensive and important part of the advertising process, it may be extremely difficult to bring an advertising activity within the exception.

A second exception to the unrelated business income tax is provided for the selling of merchandise, substantially all of which has been received by the exempt organization in the form of gifts or contributions. An example of this exception is a "thrift shop" operated by an exempt organization which sells articles (clothes, books, furniture, etc.) contributed to the exempt organization by the general public with the funds going to the exempt organization.

Filing Requirements

An exempt organization engaged in an activity which gives rise to unrelated business income is, of course, entitled to deduct all expenses reasonably incurred in generating such income. In addition, the Internal Revenue Code provides a specific deduction of \$1,000. Thus, an exempt organization which does not have in excess of \$1,000 in unrelated business income after deducting all expenses will not have any taxable income.

However, every exempt organization which receives \$1,000 or more in gross unrelated business income (before deductions) is required to file a return with the Internal Revenue Service on Form 990-T, even though no tax may be due.



memorandum

August 1978

This is not going on DPM.

TO: Local and State League Presidents
(second package for treasurers)

FROM: Ruth J. Hinerfeld, President
Yvonne Spies, Secretary/Treasurer

RE: Instructions to Leagues Wishing to Exercise the New Option for PMP
Payments--Voluntary Contributions to the LWVEF

Information on the above option was detailed in the June 1978 National Board Report (page 6) and in the late June PMP (per member payment) mailing of PMP bills to League presidents. To recap: As of September 1, 1978, each full-fledged local League, and each state League with members-at-large and/or MAL units may elect to meet up to one-fourth (25%) of their total national PMP commitment via tax-deductible contributions to the LWV Education Fund. For example, if a local League has 100 members, its regular 1978-79 PMP commitment would amount to \$900 (i.e., 100 x \$9 PMP = \$900). If this League decides to exercise the new option, it would be free to send up to \$225 of that total to the LWVEF (i.e., \$900 total PMP commitment $\div 4 = \$225$) in this fiscal year, under this option.

IMPORTANT NOTICE:

***Those Leagues exercising the new option regarding voluntary contributions to the LWVEF must be aware that they are responsible for scrupulously following the payment procedures outlined. Any legal questions that may arise in conjunction with donation records, amounts, and payment procedures must be handled by the local or state Leagues involved.*

***Voluntary contributions to the LWVEF must be unrestricted contributions to the on-going work of the LWVEF. They are not interchangeable with monies sent to the State and Local League Grant Service, which are funds raised for a League's own specific educational projects. Therefore, funds on deposit with the State and Local League Grant Service cannot be transferred as a voluntary contribution to the LWVEF.*

As we detailed in earlier memoranda, there are a number of paths Leagues can take in order to raise such a tax-deductible contribution to the LWVEF. Some of the alternatives include:

1. CONTRIBUTIONS This option might be offered to League members and other individuals who traditionally contribute to a particular League. Donors who have been making a "hard" money contribution might welcome the opportunity to make a "soft" money tax-deductible contribution and might well be willing to increase the contribution accordingly. This is probably the most feasible of the several alternatives, since it involves a class of donors who would presumably already be aware of how this type of LWVEF contribution helps a local League.

2. FUNDRAISING The monies could be collected through regular fundraising efforts. REMEMBER that LWVEF contributions sent to the national office for this purpose cannot be more than 25 percent of a League's total PMP commitment and that the money must be a general contribution to the LWVEF, with no earmarking for use by your League. Because your total fundraising collections will undoubtedly be greater than one-quarter of your PMP, your League will have to consider just how you are going to offer this tax-deductible option to some contributors while retaining a base of "hard" money donors who give funds for that League's own use.
3. DUES A portion of the dues collected by a local League could be earmarked as a tax-deductible contribution to the LWVEF, but WE DO NOT RECOMMEND THIS OPTION. However, if some Leagues want to consider this route, dues notices and/or membership materials must state, "X dollars are a tax-deductible contribution to the LWVEF". Keep in mind that since this can apply to only 25% of the total amount of a League's PMP commitment, the maximum amount of deductible money available this way works out to \$2.25 per member (i.e., 25% of \$9.00)--not a very significant incentive to an individual. In addition, Leagues will be obligated to forward the monies to the LWVEF promptly, which could reduce their own discretionary income and/or cause cash flow problems because of their need for "hard" money.

Administrative Procedures for Leagues Using the Option

Full-fledged local Leagues and state Leagues that choose to exercise this new option for PMP payments will be responsible for following precise payment and accounting procedures, three choices of which are detailed below. Please note that the first two methods detailed are particularly useful in handling single contributions of fifty or more dollars. The third procedure is needed in situations where Leagues have to bulk together numerous smaller contributions.

I. The simplest, most direct procedure that a full-fledged state or local League can use is to ask certain donors to make unrestricted contributions to the LWVEF through that particular League. The donor(s) would simply write out a check to the LWVEF in the amount of \$50 or more and turn that check over to the local or state League involved. The local or state League would then simply act as a transmittal agent sending that check, plus any others collected by the involved League, to the LWVEF. Local and state League treasurers receiving and transmitting such funds to the LWVEF must keep accurate records of the donors' names, dates and amounts received, and date(s) transmitted to the LWVEF.

II. This second procedure is also suitable for use with donors giving contributions to the LWVEF of \$50 or more. In this case, the donor(s) would make out a check to the League involved merely noting on the bottom of the check face that it is intended as a contribution to the LWVEF. As in the above procedure, the local or state League then endorses these checks over to the LWVEF and then transmits them to the LWVEF, with an accompanying note stating that the check(s) is a voluntary unrestricted contribution to the LWVEF, made through that League. Again the local and state League treasurers involved in these transactions must keep accurate records of donors' names, check amounts, and date of contribution.

III. As stated above, the third procedure, described below, will be most applicable in cases where Leagues receive a number of smaller contributions (i.e., less than \$50 per donor) and must then "bulk" them before transmitting to the LWVEF. Because,

in exercising the new option, a local or state League accepts voluntary contributions on behalf of the LWVEF and as its agent, it is not mandatory that a donor's check be made out to the LWVEF. Rather, the local or state League can receive such donations, made out by the donor to a League's own name, with no further designation on the face of the check. But when these accumulated funds are being remitted to the LWVEF, the League treasurer must write a separate check to the LWVEF.

League treasurers must give donors of such contributions a receipt for their tax-deductible contributions for their tax records. Receipt books can be purchased at nominal cost in most business supply and stationery stores. Receipts and receipt stubs should be kept in prenumbered and chronological sequence, just as one keeps one's personal checkbook.

All monies received from donors that are to be designated for the LWVEF should be recorded in a separate bookkeeping account. This account should indicate the date money was received, the donor's name and the amount given.

As noted above, participating state and local Leagues using this procedure must make out checks to the LWVEF. Each check must be a minimum of \$50, and should be accompanied by a letter or note clearly stating that the money represents contributions to the LWVEF collected by a specific local or state League (give League's full name) and is not being sent directly by the individual donors.

We would prefer that a League make its voluntary contribution to the LWVEF in a single lump sum. However, Leagues finding it necessary to space remittances may do so provided they are in amounts of \$50 or more.

N.B.--The sole exception to the \$50 minimum payment rule will occur when Leagues with 22 or fewer members elect to use the new option. To illustrate, if hypothetical League X has 22 members, its total PMP commitment would be \$198 (22 X \$9 PMP). One quarter of \$198 is \$49.50 the maximum amount that League X could voluntarily contribute to the LWVEF. Therefore, only in instances where Leagues have 22 or fewer members will payments under \$50 be accepted.

In conclusion, and regardless of which administrative procedure is followed, all Leagues should budget to pay their full PMP commitment whether or not they plan to use the new option. Please note that if a League remits to the LWVEF more than the maximum of 25% of its total PMP commitment, the excess will be sent back to the League involved.

SPECIAL INFORMATION FOR PROVISIONAL LEAGUES

Delegates to national Convention 1978 amended the bylaws to give Provisional Leagues a special financial grace period. Article XIV, Financial Administration, Section 2, Financial Support now reads: "Members who are enrolled in local and provisional Leagues shall pay annual dues to the local or provisional League. Each local and provisional League shall make a per member payment directly to the LWVUS, the amount of such payment to be determined by the convention by a three-fifths vote of those present and voting. *Each provisional League shall pay one-half the determined per member payment until becoming recognized or at the end of a two-year period, whichever shall come first.*"

The above bylaw amendment means that provisional Leagues are responsible for paying a \$4.50 PMP in FY 1978-79 and a \$5 PMP in 1979-80. These amounts are far below the amounts (a minimum of \$6.75 for the first year of the biennium and \$7.50 for the second year) that full-fledged Leagues using the "LWVEF option" will be remitting to the LWVUS. Because the record-keeping complexities would consume the sums involved, provisional Leagues (and those Leagues that change status from provisional to full recognition in the course of a fiscal year) will not be offered the "LWVEF option."

IN SUMMARY Voluntary contributions to the LWVEF will be accepted on a full fiscal year basis only. This means that a provisional League achieving formal local League recognition on, say, December 1, 1978 will be eligible to exercise the voluntary contribution option at the beginning of the next LWVUS/EF fiscal year, April 1, 1979.

LWVEF
1730 M Street, N.W.
Washington, D.C. 20036

This is not going on DPM.
September 1978

PAYMENT FORM
FOR
VOLUNTARY LOCAL AND STATE LEAGUE CONTRIBUTIONS
TO THE
LEAGUE OF WOMEN VOTERS EDUCATION FUND

INSTRUCTIONS: *This form is only to be used by Leagues when remitting voluntary contributions to the LWVEF as a partial option to per member payments. That is, full-fledged local Leagues and state Leagues with members-at-large may elect to raise up to 1/4 (25%) of their total national PMP commitment via tax-deductible contributions to the LWV Education Fund. The maximum acceptable size of contributions from your League will be equivalent to \$2.25 (25% of \$9) x the number of members your League reported on its roster as of January 1, 1978. For example, a League with 50 members could elect to make a maximum voluntary contribution to the LWVEF in the amount of \$112.50 (\$2.25 x 50).*

IMPORTANT: Voluntary contributions to the LWVEF must be unrestricted contributions to the ongoing work of the LWVEF. They are separate and distinct from monies sent to the State and Local League Grant Service, which are funds raised for a League's own specific educational projects. Funds on deposit with the State and Local League Grant Service cannot be transferred as a voluntary contribution to the LWVEF.

=====

LWV of _____
(name of League) (state)

hereby remits _____ as a voluntary contribution to the LWVEF.
(amount)

(date) (signed/portfolio)

=====

PLEASE RETAIN THIS SECTION FOR YOUR RECORDS

LWV of _____
Check # _____ in the amount of _____ was sent to the LWV
national office on _____ by _____
(date) (name/portfolio)

as a voluntary contribution to the LWVEF.

PROPOSED POLICY FOR ADMINISTRATION OF LWVMN GRANTS

This proposed policy is for your review. Comments may be entered between lines and returned to Margaret Post's file by January 22nd. Revisions will be included in a final proposal at the February Board meeting.

The goal of a policy on administration of grants to the League of Women Voters of Minnesota is optimization of the grant monies to the benefit of the entire League as determined by the state Board of the League of Women Voters of Minnesota. Optimization of monies means strengthening of League program and purposes. The assumption is that this goal can best be met through coordination with state Board and the state office.

Board responsibilities for grant administration:

To make clear to grant managers how the board's goals/priorities will be enhanced;

To monitor progress of grant administration requiring reports on grant direction and activities as well as financial records;

To notify managers of methods/timing for tying grants into the League overall program.

Manager responsibilities for grant administration:

To design/administer grant projects for the purposes and within the priorities spelled out by the state Board;

To report on grant administration as well as spending to the Office Management Committee and Board through Board representation or as off-Board person, as determined by the state Board;

To seek to build and advertise the project within the League structure.

Grant procedure:

Proposals should be reviewed by the Development Committee before submission to the grantee;

Status reports should be given at regular intervals to the Office Management Committee;

Proposals should be submitted by Board liaison person to the Board as a whole;

Status reports should be given monthly to the Board as a whole.

POLICIES

Policies adopted by the League of Women Voters of Minnesota, herin after referred to as LWVMN, will be reviewed annually by the Board of Directors.

Suggestions for policies may be made by any member of LWVMN, its staff, its officers or Board of Directors. The Board of Directors shall adopt all policies.

Following a policy's adoption by the Board of Directors, the Executive Director will prepare procedures for review by the Office Management Committee to be sure that the procedures conform with the intent of the Board of Directors.

Nonpartisan

A Board member must consult with the president before seeking an elective office. Consideration should be given to the necessary time commitment and to any possible conflict of interest.

With the exception of the president, ~~Action chairperson, and the Citizen Information/Voters Service chairperson~~, Board members may be delegates to party conventions up to the district or county level.. Involvement in party politics such as precinct chairpersons, resolutions committee and campaign committee chairperson results in an active and highly visible role and negates the nonpartisan policy. Board members shall consult with the appropriate local League president and the state president to determine the possible impact of this involvement.

Board members are encouraged to attend precinct caucuses and urge adoption of resolutions compatible with League's positions.

Use of Membership Lists

Rosters of state League members and local League presidents are not available to any organization or individuals outside the League unless authorized by the state Board.

Office Staff Work Outside Office

Requests for paid LWV staff to work outside the office should be cleared with the appropriate portfolio chairperson and authorized by the president. (Examples: staff member help in Legislature, staff member consultation with local League, or staff member work at conference or workshop.)

Reimbursement of Board Member Expenses.

Board members must submit monthly expense vouchers whether they wish to be reimbursed or not. Expenses should be listed for all functions state Board members are required to attend. The voucher form defines categories and allowable amounts.

Nondiscrimination

No League meeting will be held in a place which is known to discriminate on the basis of race, religion or sex.

Local League Relations

State Board members are expected to be a member of a local League and to participate as fully as possible. A Board member should not act as consultant to her local Board.

Consensus Questions

When a consensus is planned, the state Program committee submits questions to the Board well in advance of publication for comment and revision. The resource materials should be used to pre-test the questions on a representative sample of local League members before the questions are submitted to the Board.

Editing of Written Material

All written permanent material sent to local Leagues, with the exception of the Board Memo, should be edited by the Editorial chairperson.

Publications

All publications are reviewed by the president.

All state Program publications are submitted to an editor and to two reading committees made up respectively of on-Board and off-Board members and outside "experts" before the final draft is approved and prepared for publications.

The Publications chairperson computes the selling price and number of publications to be ordered, based on the pricing policy. The Board is notified of the decisions made.

All publications should have a code and proper identification and address.

Pricing Policy

Goals:

Cost to members should be as low as possible but sufficient to allow break-even pricing.

Cost of League publications to members will be less than the cost to the general public.

Some publications may need to be subsidized to assure a low enough price for mass distribution.

Pricing Formula:

Prepublication expenses PLUS cost of printing, DIVIDED by quantity ordered EQUALS official price. PLUS postage and handling charge.

Prepublication expenses should recover the following: typing and proofing time, copying costs and supplies, postage and stationery cost of drafts sent to readers, travel expenses, costs of billing.

Other costs to be considered are the number of complimentary copies, promotion, noncollectables and overhead or contingency expenses.

Billings and Returns:

* State office will bill local Leagues for price of publication plus postage and handling. (No prepaying of orders.)

* There will be a \$1.00 minimum order for state publication mail orders.

* All sales are final. There will be no returns or refunds.

Examination Copies:

Persons wishing to examine a book for text adoption may request a 30-day examination copy. If an order for at least 20 copies is received within 30 days, there will be no charge for the examination copy. Otherwise, the book should be returned or the person billed.

Statewide Meetings

Registration and other costs are approved by the Board. All meetings are designed to be self-supporting. Costs of attendance by Board members, or those persons designated by the Board, materials distributed, staff time, etc., are figured into the registration cost.

Members-At-Large

Members who pay dues to the state office rather than to a local League or unit receive a state DPM, the Minnesota VOTER, LWVUS VOTER and one or two selected LWVUS publications

year. (1976 LWVUS Convention voted that MALs can be voting delegates.) Proposed by-law change would entitle MALs to one delegate per 25.

Board Member Participation at State Convention and Council

Board members are voting delegates at state Convention and Council. The elected Nominating chairperson and Budget chairperson are also voting delegates. The League's Articles of Incorporation state, "They (the officers and board of directors) shall hold office until the conclusion of the next regular biennial convention, or until their successors have been elected and qualified." Therefore, members who are up for election to state Board and are not local League Convention or Council delegates can not vote but may have the privilege of the floor only if granted by the chair.

Board members are encouraged to attend Convention and Council caucuses but must not lead or dominate the discussion.

Action

League action in the Legislature is authorized by a committee which includes the president, Action chairperson, and Item chairperson, if the need arises between Board meetings. Such action must be reported at the next Board meeting.

Local Leagues may take action on the local level under a state Position if the membership is backgrounded on the issue, LWV Position and the action being taken.

Local Leagues may take action on the state level under a local position on three conditions: (1) The legislation must not be statewide in scope. (2) Every local League must be notified of the proposed action, with no objections. (3) Approval for such action must be granted by the state Board.

Approval of Testimony

Any formal statement made in the name of LWVMN must be approved by the Action chairperson and vice president in charge of Program. Testimony must be written, with copies for office file and Board members. No approval for testimony can be given over the telephone.

Attending Conferences or Meetings

Board members who attend meetings or conferences related to their portfolios, should ask Board approval for expenses beforehand.

Resignations

A Board member who wants to resign should do so by a letter to the president. The letter will be read at the next scheduled Board meeting for acceptance by the Board.



1897

IN LEAGUE

GUIDELINES FOR LEAGUE BOARDS

MARCH 1979 UPDATE

FOR

In League: Guidelines for League Boards

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Delete all but the first and last sentences.

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Introduction

As a member of your League's board of directors, you have the opportunity to help make the League of Women Voters effective. These guidelines discuss some of the things Leagues do, some ways in which to do them, and how a board can work together to achieve League goals.

There are similarities among Leagues everywhere; however, each League is made up of members unique to it and is part of a community (whether local, regional, or statewide) which has its own special characteristics. The needs of your members and the community; the size, distribution and make-up of your membership; time and money resources—these are some of the circumstances that affect the structure and operations of each League. Recognizing both the similarities and the differences, these guidelines contain basic information applicable to every League. At the same time, they offer ideas and suggestions to help you develop the specific methods of operation which will enable your League to accomplish the things it wants to get done.

Throughout its history the League of Women Voters has been a dynamic, changing organization, adapting its procedures to meet current needs. The ideas presented herein draw upon 55 years of League experience and contain approaches based upon actual practices of Leagues and information from many state and local League publications. These guidelines and suggestions can save you some "trial and error" time and help your League to formulate the procedures and develop the strategies that will make your programs and activities effective and successful.

Historical highlights

Founding of the League

The 19th Amendment to the Constitution was on the way to final ratification by the 66th Congress of the United States when Carrie Chapman Catt sent out the call to the 50th Anniversary Convention of the National American Woman Suffrage Association to be held in St. Louis, Missouri, March 24-29, 1919:

As a fitting memorial to a half century of progress, the association invites the women voters of the fifteen full suffrage states to attend this anniversary and there to join their forces in a League of Women Voters, one of whose objects shall be to speed the suffrage campaign in our own and other countries.

A League of Women Voters was accordingly set up, composed of the organizations in states where woman suffrage had already been attained. It was to act as a section of the suffrage association until the 19th Amendment was actually ratified.

The League was formally organized in Chicago on February 14, 1920; the official name was the National League of Women Voters. In describing the function of the new organization, Carrie Chapman Catt said:

In the League of Women Voters we have an anomaly; we are going to be a semi-political body. We want political things; we want legislation; we are going to educate for citizenship. In that body we have got to be nonpartisan and all-partisan. Democrats from Alabama and Republicans from New Hampshire must work for the same things.

At the same time, she made it clear that she expected women voters to take part in partisan politics: "The only way to get things done is to get them done on the inside of a political party. . . ."

The National League of Women Voters was incorporated in the District of Columbia in 1923. The Certificate of Incorporation said the objectives were:

. . . to foster education in citizenship and to support needed legislation; to encourage interest in government and in the Nation's problems; to promote participation by the newly franchised women in the civil life of our country; to stimulate activity in public affairs, particularly registering and voting at every election; to develop intelligent use of votes by the women of the United States; to render such other services in the interest of

education in citizenship as may be possible, and for the mutual improvement of the members and to do every act appropriate or necessary to carry out any of the foregoing objects.

League purpose and policy

The League purpose and policy (as distinguished from its structure and procedures), have changed little since the founding days. The purpose, as it appeared in the national bylaws in 1920 was "... to foster education in citizenship and to support improved legislation." The beginnings of the nonpartisan political policy also appear in the 1920 bylaws: "The National League of Women Voters urges every woman to become an enrolled voter, but as an organization it shall be allied with and support no party."

In 1923 the purpose was enlarged to include efficiency in government and international cooperation to prevent war. The year 1938 saw the League's objective as promoting "political education through active participation of citizens in government." In 1946 the purpose was further clarified as being to "promote political responsibility through informed and active participation of citizens in government," and the policy stated: "The League may take action on governmental measures and policies in the public interest. It shall not support or oppose any political party or any candidate." The purpose and policy of the League today remain the same.

Organization and membership

From 1920 until 1946, the National League was a federation of affiliated state Leagues. Mrs. Maud Wood Park, first president of the National League, emphasized that state Leagues were the keystone of League structure, and, as she said in an address to the 1924 National convention, that "the National League is the sum of its auxiliaries . . ."

The 1920 national bylaws stated that the national board recognized state Leagues upon payment of minimum annual dues of \$100 and provided for withdrawal of recognition upon nonpayment of dues. By 1924, the National League was organized in 346 of 433 congressional districts. Twenty-three state Leagues and fifteen city Leagues maintained regular business headquarters, nearly all with one or more paid staff.

From its founding, basic decisions on League program and structure were made at a national convention, held annually at first, then, later in the twenties, biennially. Each state League was entitled to a minimum representation; they could send additional delegates upon payment of \$50 for each extra delegate, not to exceed the number of congressional districts in the state. Local Leagues were not represented at conventions. Delegates selected a program that for many years was national, state and local all in one. They also chose the national officers and directors, and, until the mid-thirties, the national board was composed of directors selected as representatives from specific regions of the country, as defined by the national convention.

By the 1946 convention, the groundwork had been laid for some far-reaching changes in the national bylaws. The organization's name was changed to the League of Women Voters of the United States. The membership article was reworded to make the League an association of members enrolled in local Leagues; the local League became the basis of organization and representation in the League, while power was vested in the members. At the same time, a continuing strong role for state Leagues was delineated: they were delegated responsibility for organizing and developing local Leagues and for promoting in the local Leagues "finance programs requisite to further the work of the League as a whole, including transmission of funds adequate to support the national budget."

Later structural changes included the establishment of several college Leagues (from 1948 to 1956) and of the "unit system" in 1948, which encouraged the development of small neighborhood-based discussion groups to further the opportunity for member input and participation. In 1972, inter-League organizations which had been operating in many parts of the country, were added to the formal structure of the League.

Citizen Information/Voters Service

Citizen Information/Voters Service has been an integral part of the League from its earliest days. Demonstration classes were organized in the League's first year to explain to newly enfranchised women the proper way to mark a ballot and other technicalities of registration and voting. Citizen schools for the study of principles of government at all levels were also started in 1920 and were a popular League activity. Many of the schools were conducted in cooperation with universities or colleges. The first year also saw the establishment of a correspondence course on government.

Later in the 1920s, the League set up institutes on "defects in our system of government,"

started "Know Your Town" surveys, initiated candidate questionnaires and meetings, and held classes to train volunteer teachers for citizenship schools. Such citizen-directed activities laid the foundation for the many diverse and creative Citizen Information/Voters Service efforts undertaken by the League from its earliest years to the present day.

Program

"A kettle of eels" was what Maud Park called the first League program adopted in 1920. And no wonder! It contained some 69 items grouped in broad subjects: child welfare, education, the home and high prices, women in gainful occupations, public health and morals, independent citizenship for married women! From 1920 to 1946 all League program—national, state, and local—was proposed by national board program departments and standing committees, then authorized by national convention. Each program heading contained a list of what today we would consider brief statements of positions. The national board furnished study material for all national and some state items. From the beginning the League took action on its stands: for several years through effective lobbying it got selected issues included in the platforms of both major political parties and worked for enactment of legislation furthering its program goals. Over the years many procedural changes have been made in the way program is defined, adopted and structured, but through all the changes the basic concept of "study-member agreement-action" has remained constant.

During the fifties and sixties several refinements took place in the way program items were categorized. Delegates at the 1954 convention voted to group program into *Current Agenda* ("CAs")—governmental issues chosen for sustained attention and concerted action—and *Continuing Responsibilities* ("CRs")—positions on governmental issues to which the League has given sustained attention and on which it may continue to act. *Platform*, a third heading, consisted in 1954 of (1) governmental Principles supported by the League as a whole and (2) positions under the CR category. In 1956 the word "Platform" was dropped and League program was listed under the CA and CR categories with the *Principles* (formerly contained in the *Platform*) as a separate list continuing as the authority for the adoption of League program. In 1960, the "authority" was worded into a bylaw article, "Principles" (Article XII) separate from that of "Program" (Article XIII).

The 1966 convention redefined program as "those governmental issues chosen for concerted study and action." Though CAs and CRs continued as part of the program article, this change made it possible to have program without categories and at the following convention in 1968 the program was adopted without categorizing issues under CA or CR.

In 1970 the requirement for adopting a not recommended item was dropped from three-fifths to a simple majority; CAs and CRs were dropped from the bylaws; and "action to protect the right to vote of every citizen"—referred to as the voting rights section of the bylaws—was added to the definition of program. In 1974, "action to protect the right to vote of every citizen" (Article XIII) was replaced by "action to implement the Principles"—voting rights being covered under the Principles.

The League of Women Voters Education Fund

Almost from its inception, the LWV sought tax-deductible status. In 1925 and again in 1934 and 1950, the U.S. Treasury Department ruled that the League was not exclusively educational within the meaning of the Internal Revenue Code.

The League took its case for tax-deductibility to the United States Court of Claims in 1960. The suit revolved around the question of whether, as a legatee of a will, the League was liable for federal estate taxes. The League's argument was that the bequest should have been allowed as a deduction from the gross estate (in which case no estate taxes would have been payable), since such deductions are allowed for "any corporation organized and operated exclusively for . . . educational purposes. . . ." To qualify as an "educational" organization, the League had to prove that "no substantial part of the activities of the organization (are) the carrying on of propaganda or otherwise attempting to influence legislation."

The Court dismissed the League's petition, saying, "It seems to us that the hours spent by some 128,000 women in more than 700 local Leagues, deliberating and discussing what position, if any, should be taken on questions of public interest, are spent in preparation for the influencing of legislation. They are spent for the purpose of presenting a united front to legislative bodies in order to induce action or inaction. When agreement has been reached on a national scale and the League's convention has stated the League's program, it seems to us that all the action of all the women of the League from that time

forward is taken for the purpose of influencing legislation. . . ." It also added: "We are unable to escape the conclusion that the League of Women Voters is a completely unselfish organization operating almost exclusively in the public interest. . ." The League tried to appeal the case to the Supreme Court, but the Court refused to hear the case (certiorari denied).

In September 1957, the LWVUS board authorized the establishment of the League of Women Voters Education Fund (LWVEF)—a tax-deductible organization to be operated exclusively for educational purposes within the meaning of the Internal Revenue Code. The LWVUS is a 501 (C) (4) organization and therefore *tax-exempt*; the LWVEF is a 501 (C) (3) organization and thereby *tax-deductible*.

The LWVEF is a separate legal entity from the LWVUS, although the LWVUS national board members also constitute the LWVEF board of trustees. While the LWVEF provides services to a larger-than-League community, the LWVUS benefits from its activities and the budgets of each organization reflect this relationship. Thus: (1) the LWVEF conducts and funds research on national program issues and League activities aimed at providing information and educational services to citizens; (2) the LWVUS conducts and funds all action and organization-related activities; (3) services that are used by both organizations, e.g., development, public relations, office administration and editorial, including publication of the National VOTER, are included in the LWVUS budget, but the LWVEF reimburses the LWVUS for a prorated share of the cost.

Local and state Leagues and inter-League organizations (ILOs) use the services of the LWVEF to finance state and local educational projects with tax-deductible money. The procedures for using the LWVEF are outlined in *Guidelines for State and Local League Use of Tax-Deductible Money*, Publication #361. Basically, Leagues raise tax-deductible funds which they deposit with the LWVEF in accounts earmarked for their League. Application is made to the LWVEF board for approval of the specific project(s) for which funds are to be used. The application can be made either before or after the money is raised, but under the Internal Revenue Code, approval cannot be granted for a project which is already completed. Once the project is approved, the League applies for a grant from their account for the project and receives the funds, less a small service charge.

Overseas Education Fund of the League of Women Voters

The Overseas Education Fund (OEF) is an educational organization established by the League of Women Voters in 1947 as the Carrie Chapman Catt Memorial Fund. It was set up to service the many requests from citizens of other countries for help in strengthening and developing their voluntary organizations through democratic procedures. The name was changed to the Overseas Education Fund of the LWV in 1961.

The OEF board has always been separate from the boards of the LWVUS and LWVEF and its operations are not part of either organization. However, it is customary to appoint the president of the OEF board to the LWVUS board. The OEF board is elected by the OEF trustees, composed, in part, of members of the national board of the LWVUS. The OEF is a 501(c) (3) organization to which contributions are tax-deductible.

In its early years, overseas contacts were primarily with women's groups in Germany, Italy, France and Japan. In the mid-fifties, work began and continues today with women leaders in Latin America. Similar work in the east Asian countries of Indonesia, Malaysia and Korea was started in 1970. The principal contact between OEF and Leagues has been when local League members have served as hosts to women leaders from abroad who come to the United States to participate in various OEF programs. In addition to these programs, the OEF has developed a number of publications in the field of citizen education.

Qualifying as a Provisional League

Groups wishing to qualify as provisional Leagues must meet minimum standards at the time of application and follow them during the provisional period. These standards are for the direction of the state board. The state board may set additional standards.

A group is qualified to become a provisional League when it:

Membership: has a paid-up membership in the number set by the state board and has plans to make its membership as representative as possible of the community.

Bylaws: has bylaws in conformity with those of the League of Women Voters of the United States. The first three articles must be consistent with those of the LWVUS. The remaining articles must provide for democratic procedures.

Nonpartisan political policy: accepts the nonpartisan political policy of the League of Women Voters of the United States.

Feasibility analysis: has done an analysis of the community which shows that it is feasible to establish a League in the community.

Community study: is ready to undertake a study of the local government and the community to identify issues requiring citizen action.

Program: is organized to carry out the program goals of the League of Women Voters.

Citizen information: is ready to identify current issues and help citizens act to resolve them through governmental, electoral and political processes.

Fiscal management: is ready to support financially the League as a whole and to pay an initial fee to the state League at the time of recognition.

Procedures: has elected officers and has adopted a budget.

is ready to hold regular board meetings, the minimum number per year to be determined in consultation with the state advisor.

is ready to submit reports as requested and to send representatives to regional, state and national meetings.

NOTE: Provisional Leagues may not disband without notifying the state board.

(Adopted by 1974 national convention)

Qualifying as a Local League

Provisional Leagues must meet minimum requirements to qualify for recognition as local Leagues. The national board may issue guidelines interpreting the requirements. A provisional League is qualified to become a local League when it:

Membership: has grown in membership; is carrying out plans to make its membership as representative as possible of the community, and is providing a variety of opportunities for members to participate in deciding and carrying out League activities and goals.

Bylaws: has bylaws in conformity with those of the League of Women Voters of the United States. The first three articles must be consistent with those of the LWVUS. The remaining articles must provide for democratic procedures.

Nonpartisan political policy: has observed the nonpartisan political policy of the League of Women Voters of the United States

Program: has developed skills and techniques needed to manage program issues from selection to research to member decision to action.
has shown an understanding of politics and government essential to League action.
has carried out an action plan, with the approval of the state League.
has kept its members informed on existing League issues.

Citizen information: has identified issues and helped citizens act to resolve them through governmental, electoral and political processes.

Community relations: has worked with other community groups and organizations and the media to achieve League goals.

management: has contributed to the financial support of the League as a whole.
has a budget adequate to carry out League operations.
has obtained income through a variety of ways from members and non-members in the community.

Procedures: has held at least one annual meeting to elect officers and adopt a budget.
has organized its board to achieve League aims and held regular board meetings to develop plans, determine activities and evaluate the progress of its League.
has submitted reports as requested.
has sent representatives to regional, state and national meetings as appropriate.

(Adopted by 1974 national convention)

Standards for Local Leagues

These are minimum standards for local Leagues. They are also a yardstick by which local Leagues can assess their progress and effectiveness.

A local League is operating well when it:

Membership: attempts to grow in membership and to have a membership as representative as possible of the community.

provides a variety of opportunities for members to take part in deciding and carrying out League activities and goals.

Bylaws: has bylaws in conformity with those of the League of Women Voters of the United States. The first three articles must be consistent with those of the LWVUS. The remaining articles must provide for democratic procedures.

Nonpartisan political follows the nonpartisan political policy of the League of Women Voters of the United States.

policy: encourages its members to be politically active citizens in their community.

Program: acts on issues following member consideration and decisions, using various techniques including legislative, litigative and administrative methods and acting directly in the community.

Citizen information: identifies issues and helps citizens act to resolve them through governmental, electoral and political processes.

Community relations: works with other community groups and organizations and the media to achieve League goals.

Fiscal management: contributes to the financial support of the League as a whole.
has a budget adequate to carry out League operations.
derives income through a variety of ways from members and nonmembers in the community.

Procedures: holds annual meetings of the membership to elect officers, adopt a local program and budget and consider bylaw amendments.
organizes its board to advance League goals, and holds regular board meetings to develop plans, determine activities and evaluate the progress of its League.

submits reports as requested.

sends representatives to regional, state and national meetings.

Note: Local Leagues may not disband without notifying the state board.
Only the national board can withdraw recognition.

(Adopted by 1974 national convention)

Standards for State Leagues

These are minimum standards for state Leagues. They are also a yardstick by which state Leagues can assess their progress and effectiveness.

A state League is operating well when it:

Membership: assists its local Leagues to grow in membership, to have memberships which are as representative as possible of their communities, to encourage involvement of members in carrying out League goals.

Bylaws: has bylaws in conformity with those of the League of Women Voters of the United States. The first three articles must be consistent with those of the LWVUS. The remaining articles must provide for democratic procedures.

Nonpartisan political policy: follows the nonpartisan political policy of the League of Women Voters of the United States.

Program: acts on issues following member consideration and decisions, using various techniques including legislative, litigative and administrative methods and acts directly in the community.

Citizen information: identifies issues and helps citizens act to resolve them through governmental, electoral and statewide political processes.

Local League services: organizes and assists new Leagues to qualify as local Leagues. helps local Leagues to carry out their goals and objectives.

Community relations: works with other groups and organizations and the media to further League goals.

Fiscal management: contributes to the financial support of the League of Women Voters of the United States.

has a budget adequate to carry out League operations.

derives income through a variety of ways from members and nonmembers in the state.

Procedures: holds conventions to elect officers, to adopt a state program and budget and consider amendments to the bylaws. If the convention is biennial, an authorized body (e.g., state council) should meet in alternate years to adopt a budget.

organizes its board to advance League goals and holds regular board meetings to develop plans, determine activities and evaluate the progress of its League.

submits reports to the League of Women Voters of the United States as requested.

sends representatives to regional and national meetings.

Note: State Leagues may not disband without notifying the League of Women Voters of the United States. Only the national board can withdraw recognition.

(Adopted by 1974 national convention)

Qualifying as an Inter-League Organization

To qualify as an inter-League organization (ILO), minimum standards (adopted by national convention) must be met at the time of application. Thereafter, the standards are an ILO's guide for assessing its progress and performance.

An ILO is qualified when it:

Membership: consists of the members of all local Leagues in the county, metropolitan area or region for which the ILO is organized.

Bylaws: has adopted bylaws at an ILO convention which are in conformity with the bylaws of the League of Women Voters of the United States.

Nonpartisan political policy: has accepted and is prepared to observe the nonpartisan political policy of the League of Women Voters of the United States.

Program: is ready to act on county, metropolitan area or regional issues of common League concern following member consideration and decision. The ILO board determines when there is a position and authorizes action.

Citizen information: is ready to identify county, metropolitan area or regional issues and to help citizens act to resolve them through governmental, electoral and political processes.

Community relations: works with other community groups and organizations and the media to achieve ILO goals.

Fiscal management: has adopted an ILO budget financed by its local Leagues and adequate to carry out ILO objectives.

Procedures: is ready to hold annual or biennial conventions to elect officers and adopt a budget and program. When conventions are biennial, an interim meeting should be held to adopt a budget and conduct other needed business.
is ready to hold regular board meetings.
is ready to submit reports as requested.

Note: An ILO may not disband without notifying the state board and the board of the League of Women Voters of the United States. Only the national board can withdraw recognition.

(Adopted by 1974 national convention)

Nonpartisan political policy

Acting in the public interest and promoting citizen participation in government, the League is an effective political organization. Article II, Section 2 of the LWVUS bylaws delineates the League's policy:

"The League may take action on governmental measures and policies in the public interest. It shall not support or oppose any political party or any candidate."

The first sentence of this section empowers the League to take political action on issues—those issues selected by members and on which a position has been reached through study and member agreement. The second sentence constitutes the League's nonpartisan political policy: the League as an organization does not support or oppose any political party, candidate for elective office (whether running under a party designation or in a "nonpartisan" election), office holder or any group that supports candidates.

Applying the nonpartisan political policy-developing guidelines

Each League's board of directors is responsible for carrying out the nonpartisan political policy in its community and for seeing that there is member understanding and public awareness of the League's nonpartisan stance. In order to avoid public confusion of board member activities with those of the League, most Leagues formulate specific guidelines regarding the political activities of board members. These guidelines reflect existing conditions in the League and the community. Since such conditions are not static, boards should review their guidelines annually and update them as necessary.

The 1972 national convention encouraged a more positive approach toward the League's nonpartisan political policy and recommended that guidelines should emphasize what board members may do, rather than what they may not do. The convention pointed out specifically that:

- ☐ the political activities of a spouse or relative of a board member be considered as separate and distinct from the activities of the board member
- ☐ public notices released by a League announcing the resignation of a board member to run for political office be carefully worded to avoid the appearance of endorsing the resigning board member's candidacy
- ☐ the League's nonpartisan reputation is sufficiently strong to ensure that gifts from office holders or candidates can be accepted without being misconstrued as endorsement of those donors.

Further elements which League may want to consider in developing guidelines on nonpartisanship for its board members include:

- ☐ an overall assessment of the League's credibility as an effective political organization in the community
- ☐ the sensitivity of specific board portfolios
- ☐ the extent to which the public identifies a board member's activities with those of the League
- ☐ the political climate and traditions in the community
- ☐ the visibility associated with a specific political activity (a wide range exists from attendance at party caucuses to being a campaign manager to being a vocal spokesperson)

Board members may have party affiliations and should certainly carry out the responsibilities of every voter in exercising the franchise, including the responsibility to become informed about candidates and to attend precinct meetings and caucuses. While the board develops guidelines on what board members may do, a general policy can never cover every situation and the board will need to deal with specific cases as these arise on an individual basis.

Board members and elective office

League board members may not run for elective office, yet what constitutes an "elective" office varies from state to state. Town meetings in New England consist of elected

representatives; however, League board members have traditionally run for these offices. Members of charter commissions and delegates to state constitutional conventions are often elected—yet many Leagues allow board members to run in these elections. Here again, it is extremely difficult to make a blanket statement to cover all situations and each League will have to set out guidelines and judge each situation as it occurs in its community.

If a board member declares for an elective office other than one determined permissible by the League involved, the board determines when the member should resign from the board. The wording of the public notice of the resignation includes the name of the person succeeding to the board position and it should avoid the appearance of endorsing the resigning board member's candidacy. Resigning from the board does not mean resigning from the League. Nor does it mean that the board member cannot serve again on the board later on—the board decides when that is appropriate.

Political party participation

League members can sometimes overlook the opportunities and responsibilities they can enjoy in political party work because the nonpartisan political policy with its strictures on League board members has been stressed. Non-board members are urged to participate fully in the party of their choice. It is an advantage to a League to have politically active members; and equally important, it is a personally satisfying experience for individuals.

League members should seek an active role in the nomination of candidates for public office, run for office, stimulate public discussion of candidates and their views during the campaign, urge citizen commitment to parties and candidates by means of political contributions and in general take part in the political activities of their choice.

Public commissions and committees

The League takes the initiative in recommending people to serve on appointed public commissions and committees. Board members are often asked to be members of such committees, either as individuals or as representatives of the League. It is appropriate and important to do so; serving on boards or commissions is consistent with League commitment to active participation in government. Such service also enables League leaders to further League program goals. Even if the League member represents the League, the board is not bound to support the commission's recommendations. If these differ from or cover more points than are in League positions, the board can clarify the League position and what it does and does not endorse in the commission's report. If the commission's conclusions are unacceptable to the League, this can also be noted, with the reasons.

Coalitions

Leagues are sometimes concerned that coalitions may eventually endorse candidates, while the League may not. This is not a reason for staying out of a coalition the League would otherwise join. If the coalition decides to support or oppose candidates, the League board can issue a statement disassociating itself from that aspect of the coalition's work.

Controversy

As long as the League does not endorse candidates or political parties it is nonpartisan. However, the League's nonpartisan stance does not mean that the League should not get involved in controversy on issues it has chosen for study, consensus and action. A League will be a strong and effective political force to the degree that it can accept controversy, live with uncertainty and not use its nonpartisan political policy as a shield for not getting involved.

Bylaws

Definition

Bylaws are laws or regulations made by corporations, associations or societies to regulate their internal affairs or dealings with others or for the governance of their members. They are agreements that define the characteristics, functions and operations of an organization. They include all rules that the organization considers so important that they:

- ☐ cannot be changed without previous notice to members and the vote of a specified majority;
- ☐ cannot be suspended except as provided in the bylaws.

League bylaws reflect the League's purpose and how it organizes to further that purpose. They are a framework within which the League operates. Bylaws deal with fundamentals; they shouldn't deal with minutiae or build in too many specific details. Their provisions have a direct bearing on the rights of members who, directly or through representatives, determine the League's structure, program, basic policies and procedures.

Bylaws are meant to be a help and a protection to an organization and to its members—assurances that rights will be protected, responsibilities and powers defined and limited, and the goals of the organization stated and implemented.

Sometimes they can turn into an organization's biggest headache. When that happens, it is usually because a group has tried to be too detailed—to nail down every power, cover every contingency, specify every date, duty, term and sum of money—or because a group has made changes in one bylaw that are inconsistent with other bylaws.

Generally, less is better than more. Use other mechanisms—board motions, decisions at annual meetings and conventions, new policies and procedures—to handle details. If the urge to become too specific overcomes you, read the U.S. Constitution. An entire nation has been governed by this spare language for some 200 years.

First three articles:

The first three articles of the national bylaws define the name, purpose and policy and membership in the LWVUS. *The first three articles of all provisional, local and state League bylaws must be consistent with those of the LWVUS* in order to define and maintain the unity of the organization and the powers and privileges of members.

Remaining articles:

Provided that the remaining articles reflect democratic procedures, Leagues may decide what to include in the bylaws. Bylaws normally contain provisions related to the organization's governing body (the board of directors), officers, financial administration, meetings, nominations and elections, program, conventions and councils, parliamentary authority and method of amending.

Standard bylaws for local and state Leagues

Standard bylaws are sample bylaws that have been developed over the years through the practices and experiences of various Leagues. They are intended as a guide, and Leagues may experiment and adapt them to their own needs and situations. *Standard Bylaws for Local Leagues* (Publication #224) and *Standard Bylaws for State Leagues* (Publication #226) are available free upon request to the LWVUS Publications Sales Department.

Amending bylaws

As situations and circumstances change for a League, amendments to current bylaws may become necessary. Proposed amendments to local League bylaws are sent to the state board for review and comment before official notice of the proposals is sent to members. This gives the state board a chance to learn about new approaches being taken by local Leagues and to see that the proposals provide for democratic procedures. State Leagues and ILOs send their proposed amendments to the LWVUS for review.

Procedures for amending are contained in each League's bylaws, and as the board considers making recommendations regarding amendments proposed by the membership or as members decide on a final vote to amend at the annual meeting or convention, the following questions might be asked:

- ☐ What is the purpose of the proposed amendment?
- ☐ Does the proposed amendment belong in the bylaws, or is it a policy or procedure that could be handled in another way?
- ☐ Is the proposed amendment democratic?
- ☐ Is the proposed amendment worded clearly and precisely?
- ☐ Is the proposed amendment compatible with the other bylaw provisions, or would its adoption require further changes?

Helpful References:

Standard Bylaws for Local Leagues, Publication #224.

Standard Bylaws for State Leagues, Publication #226.

Simplified Parliamentary Procedure, Publication #138.

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 which 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 which affect the general welfare, promote a sound economy and adopt domestic policies which 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 the development of international organization and international law is imperative in the promotion of world peace.

Basis for organizing Leagues and League groups

Individual Leagues are organized along geographical lines similar to governmental jurisdictions. The formal League structure includes provisional Leagues (new Leagues working toward full recognition as local Leagues), local Leagues, regional Leagues (inter-League organizations, "ILOs"), state Leagues and the LWVUS.

Provisional and Local Leagues

Community basis of organization

Local and provisional Leagues come in two varieties—*municipal* Leagues covering a single political unit (a city, town, township, village or borough), and *area* Leagues which include in their borders more than one unit of local government. Area Leagues consist of: two or more adjoining municipalities; a metropolitan area covering both city and suburbs; a county or part of a county which has both municipalities and unincorporated areas; a city and a county; or more than one county. In consultation with the state board, provisional League members decide on the area or areas to be included in the new League.

The League's name reflects its basis of organization. When a League wants to change its name and/or basis of organization, several steps should be taken which are outlined in *Guidelines for Changing the Community Basis of Organization of a Local League*, Publication #164. Once all of the criteria have been met and members have agreed to the change, the state board reviews and approves the change before sending the application to the national board for final approval. Members usually ratify the change at the annual meeting—in form of a motion, if the boundaries change or as an amendment to the bylaws, if the name changes. If the annual meeting is scheduled before state and or national approval can be obtained, the motion or amendment can be voted upon by the members, "pending approval."

Surveys:

When a provisional League's basis of organization is set, the League studies the community to become familiar with: the structure of local government; various resources in the community; issues needing citizen attention; and channels through which action is possible. Similarly, a local League which changes its basis of organization does a survey of the new area(s). Local program items may not be proposed for adoption for a unit of government which has not been studied or surveyed in some way.

Adopting program:

Municipal Leagues: Program issues relate to issues in the municipality and special districts, such as school districts, which are wholly or mostly within the city or town boundaries.

Area Leagues: Program issues cover either the entire area (county, multi-city, etc.) or any municipality or special districts within the area. If an issue relates solely to one governmental jurisdiction, members living in that jurisdiction usually take the major role in selecting it, in reaching agreement and in acting. Such issues can be adopted, studied and acted on as follows:

- ☐ members living in the jurisdiction suggest the issue;
- ☐ the local board decides whether to include it as part of the proposed (recommended) program;
- ☐ the issue is adopted or rejected at the annual meeting either by:
 1. vote of all members present; or
 2. vote of the members living within the jurisdiction and concurrence of the other members present (specific bylaw wording is needed for this procedure—see *Standard Bylaws for Local Leagues*, Publication #224).
- ☐ members in the jurisdiction research and study the issue, reach agreement, and the board formulates the position;
- ☐ under the board's direction, action plans are approved and carried out, and members living in the jurisdiction take the lead in lobbying, testifying, monitoring and other forms of action.

Administration:

The distribution of population in a League's area—where members live and where the League may draw new members—is a major factor in deciding how to organize and administer League activities and communicate with members. Leagues with small geographical areas can usually manage with a few discussion groups (units), members can come together easily in general meetings and other activities, and the board can easily keep in close personal touch with all members.

Leagues covering a large geographical area may require several units to enable members to attend discussion meetings easily. The board should try to develop ways to help members participate together in League activities, apart from unit meetings, to foster a feeling of unity within the League. Personal communications between board and members may be harder in a large League—perhaps requiring use of the telephone, more travel and experimentation with newer communications devices such as videotape and cable television. The board considers these factors when developing the League budget, so that the necessary administrative and communication costs can be built in.

Inter-League Organizations

Community basis of organization

Leagues within a county, metropolitan area or region may form an inter-League organization ("ILO") in order to act on governmental issues that are countywide, metropolitan or regional in scope. ILOs are organized *with the consent of the members* in the participating local Leagues, must meet minimum standards set by the LWVUS national convention, and are recognized by the board of directors of the LWVUS. ILOs adopt bylaws and hold annual or biennial conventions at which they elect officers and directors, choose program and approve a budget. Each recognized ILO has the right to send one voting delegate to the LWVUS convention; several states also grant ILOs one delegate to their conventions and councils. The role of state Leagues with regard to ILOs is one of guidance, and some state Leagues designate a person to act as liaison with the ILO.

Surveys:

ILOs need to know the relationships between the various units of government in the Leagues they represent and to be familiar with the structure of regional bodies and jurisdictions which exist within their areas.

Adopting program:

Issues chosen for action after study relate to the region covered by the ILO. They are adopted at the ILO annual meeting or convention (a few ILOs hold biennial meetings) at which all Leagues in the ILO are represented.

Administration:

The ILO board works closely with the Leagues in its area. Coverage of ILO program and activities depends on the cooperation and interest of each League in the ILO. One way ILOs communicate with individual members is by sending a bulletin directly to members or preparing a one- or two-page sheet for inclusion in the bulletins of the member Leagues of the ILO. Local Leagues share in the responsibility for funding the ILO, and leadership for the ILO board of directors is drawn from members of the participating local Leagues. Besides planning and acting on the ILO program, many ILOs assist the local Leagues by coordinating agreed upon activities and functions such as fundraising, citizen information/voters service, public relations, study materials and action on state and national program.

Informal Groupings of Leagues

Local Leagues often work together in informal arrangements, which may be temporary or may become semi-permanent and which may be inter-state or intra-state. These groups get together to cooperate on one or more limited issues or problems and do not need bylaws although they may work out procedural agreements. These groups are not representative bodies and are not formally recognized by the board of directors of the LWVUS:

Cooperative program groups

Cooperative program groups are informal combinations of Leagues that band together to work on common problems, which often specifically relate to national League positions. Some specific examples: local Leagues bordering the Potomac River work together as a

water basin group on problems involving the Potomac; Leagues in Federal Region VIII (Rocky Mountain states) cooperate on a variety of environmental issues. The cooperative program group operates like a resource committee. A majority of Leagues in an area (water basin, air shed, governmental region) realize that they share a common problem and need a joint solution. The group leadership then researches the issue, explores remedies, and prepares informational material for members and the public. If agreement is reached in the separate Leagues participating in the group, the Leagues are ready to act as a group. But, as with any resource committee, the cooperative program group does not act on its own. While the chairman or a committee may draft statements and letters, and perhaps testify, this is done only as arranged with and approved by the Leagues involved.

Inter-League Councils

These groups usually consist of the presidents of the local Leagues in an area who decide to meet together to discuss shared League concerns, which can include the whole range of League activities: program/action, citizen information/voters service, and organization and administrative problems. The council is *usually* not a formal governing board.

Resource banks

More and more Leagues are pooling their resources in ad hoc groupings often called "resource banks." Two or more Leagues join together to cooperate on an issue of common interest. One League may take major responsibility for researching and/or acting on one issue of state or national concern while another does the same for a different issue, thus enabling the Leagues to make better use of their resources. The groupings may change or dissolve as priorities and needs change.

Leagues cooperate and work together in a variety of ways for many different reasons. They are still experimenting to discover new approaches. In doing so Leagues have come up with ways to better utilize available resources while at the same time increasing their overall effectiveness.

Member-at-large units of a state League

During the past several years, the number of members-at-large (League members who live outside the area of a recognized local League) has been increasing. In some areas of the country, state Leagues faced with too few members to start provisional Leagues, but with a group of members-at-large, have established member-at-large units of the state League.

The structure and activities of these MAL units vary tremendously from state to state. Each state League decides how to organize these units and what types of programs each can carry out. In some states the MAL units take part in a minimum amount of League work and have very few responsibilities. In other states, MAL units are highly visible in their community and plan and participate in a wide range of League efforts including the handling of state and national program, conducting finance drives and other fundraising activities and undertaking citizen information/voters service projects—all under the direction and guidance of the state board.

Helpful References:

Guidelines for Changing the Community Basis of Organization of a Local League, Publication #164.

A Guide to Organizing Leagues, Publication #263.

Know Your Community. Guide to help citizens and civic organizations interested in change take a good look at the existing structure and functions of their local government. Publication #288.

Know Your Schools. To help citizens analyze their schools—study of organization, operation, financing, education program. Publication #343.

Know Your County. Outline for making a complete survey of the structure and functions of county government. Publication #180.

Standard Bylaws for Local Leagues, Publication #224.

Meetings and committees

Units Definition

In simple terms, a "unit" is a group of League members that meets for a specific purpose. Introduced to local Leagues in 1948, the unit system was established to facilitate and encourage the exchange of ideas and opinions on program issues through small neighborhood-based discussion groups. Today many Leagues are expanding that original purpose to include a wide range of activities.

Design

Most local Leagues that have 50-60 members or more arrange to have units. In designing a unit system the board works toward a plan to encourage the greatest amount of member participation. To develop such a plan the board takes into consideration:

- ☐ preferences of members (needs, interests, timing and location of meetings)
- ☐ geographical distribution of members (where they live, work, attend classes)
- ☐ transportation available in the community
- ☐ possible locations for meetings (churches, libraries, colleges, schools, homes, etc.)
- ☐ size of each unit (15-20 is usually considered a desirable number for a lively discussion; larger groups become unwieldy and smaller groups may not provide the stimulation of differing viewpoints)
- ☐ number of units (depends on the size of the League)
- ☐ weekday or weekend groups, afternoon and evening times
- ☐ provisions to meet specific needs—babysitting facilities; smoking and non-smoking groups; mealtimes (bag lunch or Sunday brunch)

Diversity

Most Leagues that use the unit system have designed their units specifically as *discussion groups* that focus on all the aspects of program:

- program-making
- getting information
- reaching member agreement/consensus
- making suggestions for action plans
- reviewing and participating in action plans

Additionally, discussion units provide an avenue for members and the board to communicate. Member suggestions and comments at units are reported to the board, and announcements of upcoming League activities (orientation sessions, program review, citizen information/voters service activities, special projects, finance efforts, etc.) are presented at units.

Successful discussion units have certain key ingredients:

- ☐ the atmosphere is friendly—all members, new and seasoned, self-assertive and shy, feel at ease and can get to know each other
- ☐ objectives of the meeting are stated briefly and succinctly (informational presentation; reaching member agreement; etc.)
- ☐ information on the topic under discussion is available at the meeting (League publications, factsheets, outlines)
- ☐ sufficient time is allotted for the discussion
- ☐ free interplay and exchange of ideas and viewpoints is encouraged
- ☐ periodic review and wrap-up of the various comments and suggestions of the group are made including a total review of any member agreement/consensus on program issues

- ☐ the topic of the next meeting is briefly announced and members are encouraged to familiarize themselves with information on the issue
- ☐ appreciation is expressed to those present for their time, interest and participation

In recent years some Leagues have diversified the concept of the unit system to include *special interest groups* that focus on specific projects or areas of concern expressed by their members.

The unit can function in more than one capacity

It can be a discussion unit in the traditional sense, covering program-related material, and can take on an added dimension such as developing and carrying out a fundraising project; becoming an action team and working with the local board to promote a League position of special interest to the group; monitoring legislation . . . whatever the members of the unit are interested in doing.

The unit can function outside the discussion format

Some Leagues that have five or six units have varied their work so that three or four are discussion units and others operate solely to achieve a specific goal. For example, in a given month a member might attend one unit to reach member agreement on an item and attend another in which the members are working full time to solve a community problem. One downtown unit of a large city League focused on cleaning up its neighborhood and lobbied city officials for improved trash collection in their area, tying it into the League's stand on solid waste.

The special interests of members are endless and so are the possibilities for utilizing units in a variety of ways. Unit groups can act as researchers, action teams, monitors, observers, arrangers, coordinators, writers, resource committees—for their League and their community. It is up to the board to know what the needs and interests of members are and to design a unit system that meets those needs and functions to carry out League goals.

Unit leadership

In order for a unit to function (whether a discussion unit or a special interest unit), leadership is necessary. The number and type of leaders will vary with each League, depending on the size of the League and its unit set-up. A very large League might have a dozen or more units, each with five or more officers handling a variety of unit assignments (unit leader, discussion leader, recorder, membership, publications, etc.). A small League would be pleased to have a unit leader and a discussion leader for each unit with other members sharing some of the leadership functions.

It is up to your League to formulate leadership patterns best suited to your units. In general these roles are found in most Leagues:

Unit Leader: serves as the administrative officer for the unit and chairs the meetings

- ☐ acts as liaison between unit members and the board
- ☐ relays information to members about overall League activities
- ☐ may be responsible for promoting unit attendance; sale of League publications at the unit; collection of dues
- ☐ creates a friendly, open atmosphere in which all feel welcome
- ☐ greets visitors and guests and makes introductions
- ☐ sets forth the objectives of the meeting
- ☐ aids the discussion leader and recorder as necessary to promote member participation in the meeting.
- ☐ makes reports to the board on the activities, comments, suggestions of the unit group

Discussion Leader: encourages all present at the discussion to participate in an orderly way:

- ☐ has some basic knowledge of the subject under discussion
- ☐ encourages maximum individual participation and exchange of ideas
- ☐ guides the discussion (not spending too much time on any one area) in order to cover the purpose for which the meeting was designed
- ☐ helps to summarize key points made by participants and to determine if there is

substantial agreement among those present on the issue under discussion (done in conjunction with the recorder or other person assigned to take notes at the meeting)

If possible, the discussion leader should have some training in how to lead discussions. Many Leagues offer workshops for discussion leaders, and there are numerous League publications and a volume of material published by other groups and experts which enumerate discussion techniques and contain plans for developing these skills. In addition, many Leagues hold planning sessions for discussion leaders before the unit meetings to familiarize them with the topic under discussion.

Recorder: takes notes on the meeting and on the opinions and ideas expressed; usually the notes include:

- ☐ number of members present
- ☐ areas covered
- ☐ questions raised which could not be answered
- ☐ majority and minority views expressed
- ☐ overall statements which summarize the agreement among members present.

Many Leagues provide recorders with forms for making reports. During the meeting the recorder should work closely with the discussion leader to note key phrases and listen for group reactions to the topic under discussion. Ideally, the recorder should take a moment or two at the end of each segment of the discussion to summarize what has been said by the group up to that point. Such summaries enable the group to focus on ideas expressed and to clarify agreement or lack of agreement on particular points discussed. In addition, an overall summary should be reviewed with the group at the end of the discussion to help the recorder to report accurately on what has taken place at the meeting.

General Meetings

Most Leagues with 40 members or fewer do not have unit systems and instead hold regularly scheduled general meetings for their members, which serve the same purposes as a discussion unit.

In addition, all Leagues—including those with established unit systems—are encouraged to hold a minimum number (usually spelled out in local League bylaws) of general meetings to which all members are invited. It is the responsibility of the board to design general meetings which will attract the interest and participation of the membership. These meetings provide an opportunity for members to meet together, exchange ideas and develop a feeling of belonging to one League. General meetings can focus on a variety of topics, and some examples include the local League annual meeting, program-making meetings and meetings to which experts and guest speakers (League and non-League) have been invited to share information with members. Key elements for a successful general meeting parallel those outlined in the preceding sections on *Units*.

Committees

Ideally, each portfolio on the board has a committee to help with the work in that area—whether it's program, action, citizen information/voters service, an administrative function (membership, finance, etc.), and each special project is handled by a committee. As many members as possible should be encouraged to take part in committee work to build broad member participation in activities and to enable more members to experience the satisfactions of leadership roles. Before any portfolio committee begins its work it will want to refer to the general areas covered by various board portfolios enumerated in the specific sections of these guidelines (e.g., *Citizen Information/Voters Service*, etc.). The following example defines the overall responsibilities of a resource committee organized to handle a League program issue, but the *concepts* outlined might apply to any committee.

Thumbnail sketch—guidelines for a resource committee

- ☐ **agree on overall goals** and be aware of **time, money and resources available** to accomplish these goals
- ☐ **pinpoint and coordinate sources of information** on the issue (publications, "experts," other organizations and groups, etc.) and carry out plans for **additional research** on the issue if necessary
- ☐ devise ways to **get information to members and the public** and design programs and activities for the League and the community that **build and sustain interest in the issue**

- ☐ **formulate questions** for member agreement/consensus and outline possible decision-making methods
- ☐ **suggest action approaches and take part in action** on an issue once a position is reached
- ☐ **evaluate** the success and effectiveness of the committee's efforts

Regardless of its specific assignment, each committee should devise an outline of all projected activities for board approval. Once plans have been approved, the committee continues its work with periodic reports to the board for guidance and further decisions as necessary. (Refer also to *Board of Directors* section of these guidelines: The Board and Committees; Worksheet for Strategy Planning.) Most Leagues carry out a number of special projects and activities which are also considered "committees"—a few examples of such areas include:

Observer corps

Members of the observer corps are the ears of the League at public meetings. Most Leagues arrange and plan for League member attendance on a regular basis at meetings of various official bodies—councils, boards, committees, etc. Observers report regularly what they have heard, and in the process they learn a great deal about these governmental bodies—how they function and what issues they are concerned with. Observer reports are an important source of information, and Leagues should devise ways to get this information to members and the community. Participants in the observer program limit their role to observation. They do not speak, testify, or act in any way in support of League positions on issues that may come up.

Monitoring groups

The purpose of a monitoring group goes further than that of the observer corps in that monitoring is intended as a direct action tool to see that laws and administrative policies are carried out. In addition to making direct observations of a situation (e.g., monitoring compliance with regulations governing the free school lunch program), monitoring groups collect data through interviews and surveys, publicize various programs and file fair hearing requests if program requirements are not being met. (Refer also to *Program/Action* section of these guidelines; ACTION, publication #161; and *Election Check-Up: Monitoring Registration and Voting*, publication #270).

Speakers bureau

Leagues usually offer speakers to organizations and groups in the community. Subjects can range over all activities of the League—program issues, citizen information/voters service, practical politics, whatever the League decides would be of interest to the community. More and more Leagues have begun to charge a fee for speaking engagements, and if a situation warrants, the fee can be waived by the board.

Tour groups

Leagues organize tours as special projects for a wide variety of purposes, and these are as interesting and imaginative as their organizers make them. A "go-see" trip might include a visit to the state legislature, to an urban renewal area, to facilities for the aged, to a recycling plant—any area or site which is of interest to the League. Topics can be arranged as part of a League study, as a citizen information project or as a community event such as tour of historical sites in the area. These events can be for members only or for members and the public, and many Leagues earn money through "go-see" tours by charging a fee for participation.

Providing citizen information/voters service is integral to the purpose of the League. The term citizen information denotes the ongoing, year-round League efforts to encourage members and the public to take part in government and the political process and to make it easier for them to do so. In election years, Leagues target their citizen information activities towards voters service—providing easily understandable, nonpartisan information about candidates, referenda and other issues before the voters; distributing information on how, where, when to register and vote; and working to "get out the vote."

Board of directors

The board of directors is the administrative and policy-making arm of the League. It provides direction and leadership for carrying out member decisions and is ultimately responsible for all of the plans, activities and follow-through in

Program/action—local, state, regional, and national items.

Citizen Information/Voters Service—all those projects and services that inform citizens and encourage their participation in the political process.

Organization/management—all support functions that make the League “go”: membership growth and participation; development of structures and procedures that meet the needs of members and enable the League to achieve its goals; adequate financing; public relations; administrative activities and other activities necessary to make the League effective.

Organization of the Board

Composition and number of directors

The bylaws of each local and state League and ILO provide for the maximum number of elected and appointed board members. There are usually four or five officers (elected); the number of directors (elected and appointed) depends on the size of the League. The slate presented by the nominating committee is nominated without specific assignment except for the president, secretary and treasurer. The use of a generally unspecified slate and the provision for appointed directors gives the board the flexibility to divide assignments in whatever way makes the best use of time and talents of the board members for that year.

Every League has a limited amount of time, money and people resources. Every board has to evaluate these resources alongside its projected plans when it is organizing itself for the year. Most boards include members responsible for program issues and action, citizen information/voters service, organization, membership, finance, public relations and the bulletin/Voter. It is 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. Keep in mind, too, that the number of appointed directors mentioned in the bylaws of your League is the “maximum” number, and the board should not feel obligated to appoint the allotted number each year. How can you keep your board lean and task-based? Here are some questions you might want to ask before making assignments:

- **Is this an area that calls for intensive, ongoing efforts this year?** For example, it is more important to cover well the program issues due for member agreement than to try to have a chairman for every item. This same test applies to any major activity—coordination of action plans, series of monthly TV shows, special membership drive, etc.
- **Can this area be assigned to an off-board member?** In the off-board capacity, the member would maintain liaison with the board but would not have the other responsibilities incumbent upon board members. Many Leagues use the time and talents of off-board members for a variety of jobs and are able to draw upon a wider number of members in this way.
- **Does this area require less continuous attention, so that a board member could double up on assignments?** Some board members are willing and able to take on more than one assignment—they have the interest and experience. This is a last resort, however, because it is usually healthier for the League to find another solution. Overloading old reliables means that they finally blow a fuse; besides, it means you’re not drawing new people into responsible roles.
- **Is this an area that lends itself to a cooperative arrangement with a near-by League or a group of Leagues?** Coverage of some program items—especially regional, state or national—can be a team effort between nearby Leagues. Don’t limit the concept to program issues, however; you can apply it to almost any activity in which joint efforts would lighten the workload and forward the end goal. Cooperative finance drives, for example, have worked well for those who have tried them.
- **Can the job you’re trying to assign be split up into two or more jobs so that busy people or inexperienced people aren’t scared off?** Maybe you could write a job description for the needed portfolio in which the board representative is primarily a coordinator, with others heading up segmented parts of the job.

As you make board assignments stay open to experimentation and make certain the

assignments reflect existing conditions in your League. Try out new ways of handling the work for each portfolio, too. If you utilize each member's time and talents well and make each person's service on the board a rewarding and satisfying experience, you'll find it—well, not easy, but—easier to get takers the next time around.

Transfer of responsibilities/training successors

Some experts say that the best indicator of a good manager is whether or not she or he has a successor in waiting—certainly, Leagues have found that transitions are smoother when successors get good training. Sometimes training can begin as soon as new members of the board are known, but before they take office. In other cases training must wait for the appointed directors to be announced.

Training on a one-to-one basis, between outgoing and incoming chairmen, is vital. While each new chairman will want to try new methods and will have fresh ideas, it helps to know how things were done in the past, to have some tips on getting the job done most effectively, and to get the rationale behind past board decisions that affect the portfolio. The outgoing chairman should also introduce a successor to community leaders in the field. The outgoing chairman can begin right away to assign additional responsibilities and share more leadership opportunities if a successor who is already a member of the committee is named before the new board takes office. On-the-job training of this kind is very useful for the continuous, efficient functioning of the League.

As soon as new board assignments are made, outgoing board members should meet with their successors. Files, publications, notes, reports, evaluations and information on projected plans for the portfolio should be given to the successor and discussed so she or he can develop some idea of the specific requirements and responsibilities involved. In addition, the successor should become familiar with deadlines and timetables pertinent to the portfolio, monies budgeted for work in the area (e.g., \$25.00 for purchase of background publications, \$100 budgeted for special action campaign), and any other specific plans or projects already underway.

Board Orientation

At the beginning of each League year it is a good idea for the board to take time together for an overall review of each person's responsibilities and general assignments and to give board members a chance to get acquainted with one another. Probably one of the best ways to accomplish these goals is at a total board orientation session designed so that every board member, whether new or continuing, can participate in a discussion of League objectives for the coming year and become familiar with various aspects of their individual portfolios and those of the other board members. Such a session usually covers the board's overall functions, League priorities, nonpartisan political policy and the League budget. It is invaluable in building a sense of "total board responsibility" and removing the blinders behind which some members tend to work on "my" portfolio.

As part of their field services to local Leagues, state Leagues upon request often send state board members to conduct a board orientation session; in some states, these sessions are planned on a regular basis. Likewise, a state board can request similar field service from the national board. As an alternative, Leagues can design an agenda for use in a self-orientation session drawing upon available League resources (handbooks and other tools, as well as experienced leaders) and community resources (films, slide presentations, books and articles, "experts"). For a change of pace, a few Leagues have used local colleges and professional groups to present programs on group dynamics as part of a board training session. A board orientation session can take many forms and be presented in a variety of ways, but, whatever the design, it should enable board members to become more familiar with the total operations and some of the projected overall plans for the League and to see interrelationships between individual portfolio assignments and those of other board members.

New board members

In addition to having a total board training it is also advisable for the president to hold a brief session for the *new* members on the board to cover a few essentials already familiar to continuing board members. This is the time to review such details as how to prepare information for the bulletin, board briefings and board reports, a review of the League's budget; how to use vouchers, what expenses are reimbursed; deadlines for state and national; and any other information useful and important for new members.

Board Operations

Board meetings

Board meetings are held as often as needed for the board to plan, direct and evaluate the work of the League. At meetings, the board focuses on the broad policy, program and administrative decisions which must be made. It does not get bogged down in detailed planning and implementation, which is better left to committees.

The president prepares an agenda based on advice from board members about what board decisions are needed at the next meeting. Not every chairman will need time at each meeting; but each should be given a chance to report. A chairman willing to say "I pass" now and then can win the undying gratitude of hard-working fellow board members. An agenda should show the topics to be discussed and time allotted for each. It may include:

- ☐ additions or corrections to minutes of the preceding meeting;
- ☐ treasurer's report;
- ☐ major policy discussions and decisions;
- ☐ decisions on activities scheduled to take place before the next board meeting;
- ☐ decisions on committee proposals and directions authorizing committees to proceed with plans;
- ☐ plans for the future and evaluations of past League activities.

Written board briefings save time and help board members prepare for meetings. These include: short summaries highlighting activities occurring between board meetings; specific decisions the board will be asked for; and background information for those decisions. The briefings should be sent out with the agenda in advance of meetings.

Meetings should start and stop on time. Parliamentary procedures save time and help avoid confusion. Board discussion need not be formal, but it should be orderly. What is written should not be read aloud—that's a bore and a waste. Some board decisions can be made by common consent; others may need more detailed discussion and a vote. The president can help by summarizing major decisions—noting what is to be done, who is responsible, the deadlines, whether a report is needed—and by summarizing discussions and reviewing alternatives before the board makes a decision.

The board and committees

The board directs and guides the work of the League. Committees propose, recommend, and usually execute. Committee recommendations to the board deal with policy questions on issues within their responsibility, proposals for new or updated studies, action strategies and other activities the League could undertake to advance aims. It's a good practice for a committee to submit several alternative proposals to the board, indicating probable consequences of each, costs, resources needed, the committee's recommendation and the reason for its preference. A committee does not proceed on policy matters without getting board direction. What's policy? That's a matter to talk over during board orientation, though it's a slippery word, and most of us perfect the definition with hindsight.

After the board has approved a plan in broad outline (committees decide details, not the board), the chairman and committee see that it is carried out. Committee members or a sub-committee may do some of the work, but much can be delegated to League members not on the committee. The committee proceeds without consulting the board further unless the approved plans must be changed markedly, or the committee needs further advice from the board. The chairman keeps the board informed through written briefings or oral reports at board meetings.

Ad hoc committees and task forces

Ad hoc committees and task forces serve much the same function as regular committees, except their work is more narrowly defined or has a short-term time limit. These groups deal with one problem or issue and "self-destruct" when their mission is accomplished. They give the board a flexible means of handling a problem and offer members with limited time and special interests and expertise a chance to participate. They are also a means to deal with issues that touch on more than one issue or portfolio.

Committees, be they ad hoc or ongoing, are boons to any chairman. They help stimulate thinking and facilitate sharing the work load. The most successful board member is often the one who mobilizes others to do a job. Conversely, anyone who works alone for very long, should reconsider: Is it good for that person or the League to get work done by a one person "committee?"

Scheduling League activities—the calendar

The League's calendar reflects the planning and priorities of the board. It is a *guide* to League activities, but the schedule is also flexible enough to let the League take advantage of unexpected opportunities to perform a community service, act on a program issue or adjust to unforeseen occurrences. The calendar is *not* advice for blocking out new ideas.

Early in the League year, soon after annual meeting or convention, the board lays out the League calendar for the coming year and includes it in the bulletin or member handbook. But that doesn't mean you need to print a detailed calendar giving the date of everything for the year. Rather, members might like to see the main outline of what the League will be doing to meet its goals for the year. Specifics can be given in later bulletins.

The calendar can include:

- ☐ deadlines for major decision points: local, state and national program-making; budget submissions; nominations for the board and nominating committee; submission of proposed bylaw amendments; member agreements on program issues;
- ☐ dates of board meetings;
- ☐ special membership activities;
- ☐ member and community finance drives;
- ☐ action campaigns
- ☐ meetings of legislative and other governmental bodies;
- ☐ community events that affect League activities;
- ☐ citizen information/voters service projects;
- ☐ deadlines for bulletin materials;
- ☐ local, regional, state and national meetings, workshops and conferences;
- ☐ unit activities and meetings;
- ☐ special events, such as go-see tours;
- ☐ annual meeting, ILO, state and national conventions and councils.

Total Board Responsibility What it means

Each board member shares in the cooperative effort of making policy and of planning and carrying out League activities. Basic functions performed by every board member include: (1) seeing that the organization runs smoothly (which includes the specific responsibilities for membership growth and adequate financing for the League as a whole); (2) involving members in League activities and developing leaders; and (3) advancing League goals in the community. Every board member does each of these regardless of office or portfolio.

Good management is essential to any effective organization. Management includes planning activities, developing strategies, sticking to schedules and deadlines, funding, encouraging and facilitating member participation and being prepared for board and other meetings. Each board member is a manager and each, for example, is responsible for funding the League, although the finance chairman may have the day-to-day job of raising money. And so, too, with every other aspect of League. No board member serves with the idea of doing only "one thing."

A major function of leaders is to help members take part in activities and derive a sense of satisfaction and accomplishment by learning and developing their skills. Members can do many things besides electing officers and directors, selecting program, adopting a budget, going to meetings and serving on committees. The board should look for ways to increase member involvement *in every phase* of League activity. The more flexible and imaginative the board is, the more ways it will find. People develop skills—leadership and others—by doing. The more the board delegates responsibility, the more chances it gives others to assume responsibility.

Total Board Planning

League members decide at local League annual meetings and through their delegates to ILO, state and national League conventions what issues they will address. They often direct the board on the scope, emphasis and timing of program items. Within the framework set by members, the board then sets priorities, approves plans, supervises their implementation and evaluates the results. It does this for program issues, citizen information/voters service and League organization and management.

Breaking this planning and evaluating process into several interrelated segments can help to make it manageable. These steps are not separate and distinct; in fact, several may go on at the same time as the process unfolds. The steps include: defining the problem, getting information; setting priorities and goals; planning and organizing; acting; reviewing, evaluating and reassessing.

Defining the problem

Analyzing a problem is not easy. Sometimes what we define as a problem may actually be a cause or effect. For example, we sometimes assume that League members won't participate in League activities because of "member apathy." The real problem may not be apathy but rather failure of the board to offer members roles that coincide with their needs and desires. We may think the community is unconcerned with the need for low-income housing when, in fact, it may be unaware the need exists.

Try to look at problems (and projected solutions) from new perspectives and different angles. Avoid thinking that only "such and such" is possible, that something won't work because "it was tried before," that it can't be done because there is no money. Be imaginative and flexible and experiment with different approaches. Before a problem can be solved, it must be simply stated in order to be clearly understood.

Getting information

Information should be factual, it should be specific and it should bear directly on the problem. Only that information is needed *which helps the board make a decision*. All the ramifications of an issue don't have to be explored, and board members don't have to get the information themselves; this task can be delegated to an individual or a committee.

Setting priorities and goals

No matter how large or small its membership, no League can do everything that needs doing. Members recognize this when they select the issues for League program. Leagues recognize it when they don't "cover" all program items each year. Not all program issues or League administrative matters can be worked on at once with the same intensity, nor should they be.

The board must decide how to focus League energy and resources during a given time. It picks the issue or issues that will get *priority* attention. *This does not mean that other issues will be dropped*. It *does* mean they will get less attention and fewer resources. It means that all board members will do their best to channel *their* work in directions that will advance the League's priorities. How can you choose priorities? Try these criteria:

Timing

- ✓ Is the time ripe for the issue?
- ✓ Is the priority a long- or short-term project?

Political climate

- ✓ Is the government paying attention to the problem/issue?
- ✓ Should it be paying more attention?

Community awareness and attitude

- ✓ Is this a "hot" issue?
- ✓ Can the League make the community aware of it?
- ✓ What is the community attitude? Have "sides" been taken?

League members

- ✓ Are members aware of the problem?
- ✓ Do they care?
- ✓ Do we have member capability to act?

League circumstances

- ✓ Do we have the time and people to work on this?
- ✓ Where does it fit with our other objectives?
- ✓ Can we be effective?

Allies

- ✓ Who else is doing something about this?
- ✓ With whom could we join?
- ✓ If we don't take it on, who will?

Controversy

- ✓ How controversial is the issue?
- ✓ Are we willing and able to "stand the heat?"

Cost

- ✓ Do we have enough money?
- ✓ Where can we raise more?

Public Relations

- ✓ What will this do to our effectiveness, prestige in the community?
- ✓ Can we get coverage?

It's hard to set priorities. It means *making a choice, a decision and a commitment*. It may take considerable time to decide priorities, and it's important to stick to the decision, otherwise the time will have been wasted. But this does not preclude taking a fresh look at the priorities from time to time to see if the League's or the community's situation has changed.

After the priorities are set, the board identifies the goal(s)—what it wants to accomplish. Goals should be specific, concrete, measurable and acceptable to League members. They should be achievable in a given time (some take more time than others) and open to change if needed. Above all, they should be realistic. Some things can't be done just by hard work. Don't expect the impossible of League members or the community. Inventory the resources (people, time, and money) available and make reasonable estimates of time, effort and money involved.

Planning and organizing

Next, develop and oversee a strategy. Strategy planning helps the board decide:

- specific objectives within each goal;
- step-by-step activities;
- who will oversee each activity;
- when each will be done;
- how much each will cost;
- what other people or organizations should be consulted and when.

(See *Worksheet for Strategy Planning* at the end of this section.)

Plan the overall strategy first; then all board members can see how their portfolios relate. The board, an action committee or an ad hoc committee can plan the strategy; in the latter two cases, the whole board approves the plan. Once the overall strategy is set, board members (with their committees) tie their work into the plan. The membership committee is alert to activities members can carry out; the finance committee decides where to raise additional money, if needed; a resource committee increases community awareness of the problem and support for the League's position; the public relations committee publicizes League efforts. In similar ways, other committees relate their work to further the goal.

Not all steps need to be outlined at the beginning—many will evolve once the first few have been taken. However, the board should have a good idea of the first several steps. It is crucial that the following be identified for each step: the person or committee responsible, the time frame, the cost, sources of support and opposition, and other people and organizations to be involved—otherwise there is little direction for action.

The plan should include a "control mechanism" which provides for periodic board review of progress and changes in the strategy as needed: sometimes one step takes longer than estimated; changing situations may dictate a change in strategy; planned activities may not have the desired effect. By testing, reassessing and reviewing, the board can keep the League moving toward its goals without too many detours.

Acting

Once the board is pointed in the right direction, the best plans are worthless if they are not put into effect. In acting, the League promotes citizen participation in government, creates change, gives its members the satisfaction and excitement of taking part in the League,

Administration

The backbone of a good organization is just that—good organization. Mail must be answered, records kept, files sorted, and clerical and secretarial operations performed. When these are done efficiently, the League functions more smoothly, and volunteers are freed for other important League activities.

Administrative aide/office manager

The board oversees the business operations of the League, but the task of carrying them out can be delegated to an administrative aide or office manager (paid or unpaid) who is responsible for the day-to-day routine business. It is the responsibility of this person to keep the board informed about how much and what type of work must be done, how much money is needed for the tools necessary to do the work, and suggestions for improvements and alternative methods and approaches. The aide or manager can also be authorized to hire paid staff (full-time, part-time or temporary help) and recruit volunteers to help perform needed tasks.

Equipment

Whether or not a League has an office, certain basic tools are necessary to do a job well. A good typewriter, sturdy file drawers, a good duplicator (or enough money to have the work done professionally), tables, chairs and desks. The equipment need not be brand new, but it is usually worth a little extra money to purchase quality, even if you must sacrifice quantity. Remember—the initial expenditure will be repaid through the quality of work performed. Good equipment results in improved products and performance. If your bulletin is cleanly typed and run on a good duplicator, it presents a better image to League members and to the public. A good impression can be conveyed through something as simple as attractive letterhead stationery.

Telephone

A telephone is a vital communication link between the local community and the League. If the League has an office, its phone number will be listed in the directory. Leagues without offices have other options. For example, the president's home phone can be listed in the telephone directory as the League's office phone for an extra monthly charge. Some presidents have a separate line installed in their home, reserved exclusively for League use, and list it as the League phone in the telephone directory. Check the possibility of an answering service or a tape-recorded message service that takes incoming calls, delivers a recorded message and also records messages from callers. A phone number (e.g., that of the president or vice president) can be listed as an alternate to call "if no answer." In any case, check your local telephone company for rates and options. The money spent on a League telephone line and/or listing in the telephone directory is well spent in making the League more accessible to members and the public.

Office and staff

Consider having an office, especially if your League is large and serves a large community. Benefits of an office cannot be measured in dollars and cents. A permanent address and telephone number make it easier for potential members, other organizations and the community to locate the League. An office can be a general meeting place and headquarters for League activities. An established office promotes continuity of leadership by consolidating most League records and files in one place. And finally, an office is a selling point for doing administrative work with a minimum of interference.

Sometimes two or more Leagues share office space. This cuts expenses, since the cost of rent, telephone service, meeting rooms, staff, and such office equipment as a mimeograph machine, addressograph and photocopier can be shared. Leagues may share office space in a community center, which might include several other nonprofit organizations, coalitions and public interest groups. Don't forget to see if someone in the community will donate office space and/or equipment (try to get a commitment for a reasonable length of time).

The ability to hire salaried office help is a boon to any League. Such personnel can free the volunteer for other efforts by taking over functions such as typing, duplicating, filing, handling routine correspondence, answering the telephone, ordering supplies, receiving and distributing mail, addressing bulletins, keeping a scrapbook. Having someone available on a regular basis to staff the office and perform a variety of tasks can actually be a money saver in the long run and can help volunteers to better utilize their talents and time.

The board or personnel committee determines the duties of paid staff and formulates:

- job descriptions that outline the duties and responsibilities of each job

- personnel policies that include: employment procedures, a salary schedule (reflects the going rate in the community for comparable jobs), working hours, health and life insurance, retirement benefits, social security, unemployment compensation, paid holidays, annual and sick leave, overtime policies and termination policies.

Keeping files

The main purpose of keeping files is to make League work less time-consuming by having materials in a place where they can be found quickly and easily. Once a file system is set up, extra work will be eliminated, and the files will provide continuity of administration.

If your League has a permanent office, consider investing in metal file cabinets. Look for used ones at substantial savings at Goodwill Industries and other similar outlets and at office supply stores that offer discounts on used furniture. League leaders who keep their files at home might try heavy-duty cardboard files, called porta-files, with built-in handles for easy transporting. These are less expensive than metal files and can be stored singly in a small space. They are better than cardboard boxes or crates because they are built specifically to hold files and help eliminate sagging and tearing. Manila folders, drawer dividers, or hanging folders can be used to hold papers. Be sure that the folders have large, easy-to-read and clearly-typed tabs. You may be able to get a discount by buying your file supplies in quantity.

The filing system

Once the physical problem of how to store and keep your files is solved, the next thing to tackle is how to set up the actual filing system. There's a good rule of thumb to remember: keep it simple. Any file system is a good one as long as it works. No two offices have their files set up exactly the same way. In deciding how to set-up your files, consider visiting the local library to browse through secretarial handbooks. A few state Leagues have prepared guidelines or tips on filing systems. If your League has a file system, take time to look through it; if parts are confusing or if the system is hard to use, modify it so it is satisfactory. An unusable file system can be as bad as none at all.

The folder headings within each broad category are usually kept in alphabetical order; within each folder the material is filed chronologically, with the most recent material in front. To simplify refiling, stamp or write in the corner the date and the name of the file in which the material is to be put. Whatever system you use, keep it clear, consistent and simple, don't be afraid to change things if the system doesn't seem to be working.

After the file system is in workable order, set up a notebook or attach a list to the outside of the file cabinet so that anyone can use the system. Cull files periodically, at least once a year. Decide what should be kept in the working files, what should be thrown away and what should be preserved in the historical files. Marking a "P" for permanent or a "T" for temporary in the corner of each document filed saves time in the long run. Anything that your League might need for historical purposes is marked "P." Remember that the historical files contain mainly those League materials unavailable elsewhere. Several Leagues have been able to arrange for their historical records to be retired periodically to a central library, community college or other public repository.

A chronological file is an invaluable tool for keeping a daily record of League correspondence and memoranda. It contains a copy of each letter and memo written by the League and filed according to date, with the most recent in front. The "chron" file serves as a back-up to the regular files and is usually kept for a year. The value of a chron file lies in its use as a reference. When a letter is misfiled in the major filing system, a chron file prevents a simple mistake from becoming a major disaster.

Cross-referencing is a valuable technique that can save quite a bit of time searching for a specific item. If a paper applies to more than one heading or covers more than one topic, place a cross-reference sheet in the files, listing the name or subject of the material, a sentence explaining what it is about and where the material is filed. Be logical and try to avoid overdoing cross-referencing.

A scrapbook or separate file of newsclippings, if kept up-to-date, can also be useful as a reference and an historical tool. And make sure the system for storing clippings is a practical one. Sometimes scrapbooks can be expensive, a chore to maintain and unwieldy to transport and use. Large, sturdy envelopes with cardboard reinforcements, which can be clearly marked on the outside and into which clippings can be easily placed and stored, are a more usable and less expensive alternative. Like any filing technique, make sure the method you choose will be an asset and not an unnecessary complication.

Citizen information/ voters service

For many members, citizen information/voters service activities are an entry point to greater League participation. They are among the most important and satisfying League efforts and help to provide community-wide recognition and support for the entire League.

Board Planning for Citizen Information/ Voters Service

After the board sets its goals for the League year, the CI/VS committee draws up specific objectives, plans and schedules for the board's consideration. The committee considers how CI/VS activities can support and further League goals and how they will raise community awareness, understanding and participation in government and the political process. Together with its plan, the committee submits an estimate of the volunteer time and funds needed to carry out its efforts. The total board is responsible for reviewing, modifying and approving the committee's suggestions. While the chairman of the committee is responsible for overall coordination of CI/VS activities, it is a good idea to spread specific assignments. The board may even divide the chairmanship: name one chairman for voters service-related activities and another for citizen information and education on issues. Consider including the publications chairman and public relations chairman on the CI/VS committee—their expertise will help with plans to reach out into the community.

Organizing to Service Voters During Elections

Directed at all voters in the community, voters service activities are many and varied. The board has to decide what services the community needs, the best ways to reach citizens, which geographical areas to cover, the optimum uses of money, time and resources available, and what cooperative arrangements with nearby Leagues and other organizations would be productive and efficient in terms of time and resources and would be cost-effective. Voters service activities are as varied as the Leagues that carry them out and the communities that use them. Examples:

Sponsoring candidates meetings and interviews—besides encouraging members and the public to participate in these meetings, many Leagues get radio and TV coverage for these events to reach a wider audience.

Publishing voters guides/candidate questionnaires—in addition to publishing in English, many Leagues publish foreign language editions to meet the needs of non-English speaking citizens. Several Leagues have been successful in having local newspapers print their guide or questionnaire in pre-election editions of the paper as well as getting the newspaper to run extra copies for members to distribute throughout the community.

Making available registration and voting information—in many communities the League of Women Voters is often the best source for up-to-date information on registration and voting procedures. Some Leagues publish information in easy-to-read brochures distributed to citizens through libraries, community centers, Welcome Wagon, Newcomers Clubs, citizens associations and business outlets—wherever people can be reached. In addition, many Leagues maintain a pre-election telephone service to give this information to callers. TV and radio spots have also been produced by Leagues for this purpose.

Having members serve as deputy registrars and poll watchers.

Organizing community efforts to provide transportation for citizens to and from registration and polling places.

Designing "get out the vote" campaigns—slogans, buttons, banners, balloons, bumper stickers—all manner of eye-catching and attention-getting techniques are used by Leagues.

Voters guides/candidate questionnaires and meetings

In all voters service, the board will want to keep in mind that **all candidates for an office (whether of major or minor parties or independent) should be treated alike.**

When putting together a guide or questionnaire or getting ready for a candidates meeting, the League should invite all candidates certified to appear on the ballot to participate. The League should make it easy to reply to a questionnaire (questions should be clear and explicit; return envelopes can be provided) and should try for meeting times and places

convenient for candidates. Many Leagues have found it wise to use "return receipt requested" mailings to assure that an invitation is delivered to the candidate's address. If a candidate or party declines to participate, this does not mean that the League cannot proceed. The League need only make clear to the public that all candidates and parties have had a *chance* to take part.

In a cooperative venture (when a League decides to join with other organizations to provide voter information) all groups should take part in all decision-making, and the League must make clear that it cannot waive its nonpartisanship policy or any procedures that ensure fair treatment of candidates. The same is true when a League cooperates with a newspaper or other media. Be sure to discuss groundrules when negotiating with newspapers, radio or TV stations on presenting candidate information.

The main purpose of the guide or questionnaire is to help the voter make choices, and formulating questions for candidates is a difficult and important task. The questions and issues addressed in voters guides and candidate questionnaires are drawn up by the CI/VS committee and submitted to the board for approval. The issues chosen for consideration should be confined to those that can be dealt with by the level of government of the office which the candidate is seeking. Questions should give the candidate a chance to express a political philosophy as well as views on major issues.

If candidates' replies exceed the number of words you have set as a limit you can do one of three things: edit and return the questionnaire to the candidate to approve, sign and return; ask the candidate to edit his/her answers; or state on the original request to the candidate that you reserve the right to edit answers that exceed the word limit. Just be sure to use the same system for everyone. If drastic cutting is necessary for printing, omit an office rather than print the views of some but not all of the candidates for the office.

Organizing to Provide Citizen Information Year/Round

Citizen information encompasses all the other activities Leagues undertake to help members and the public to use government services better and to understand and participate in government and politics at all levels. Citizen information, then, permeates everything the League does. It is a key way by which the League can reach out into the community—or the many communities, groups or audiences within a community. Make League outreach as wide as possible, to reach as many citizens as possible. This is a two-way street—for as the League helps citizens get the information they need to make informed decisions, so will the groups it reaches give information to the League on what issues concern citizens and what they would like to do about them. This exchange will help the League, more than ever, "to speak in the public interest." In presenting information in a CI/VS context, keep in mind that the purpose is to identify issues and raise questions so that citizens can think the issues through and reach their own decisions.

The League can sponsor or cosponsor seminars on government operations, the political process or community problems. It can join with educational or academic bodies in organizing and running high school, college or adult education programs. It can use the written word, hold discussions and debates on radio and television, show slides or films, invite speakers to meetings. It can work alone or with other groups to provide political "know-how" about testifying, petitioning or any other technique for "getting something done" in the community. The sky's the limit. The following list is only a sampling of what Leagues have done—meant not to limit but to enrich your own outreach ideas:

Provide information on government structure and services—A telephone service . . . manning "walk-in" offices . . . publishing informational booklets ("Know Your" town, city, county, area, et al.) . . . flyers or TV shows that help citizens find out how to get food stamps, where to apply for a driver's license, how to get trash collected—the gamut of citizen needs.

Conduct courses and seminars for citizens—How to run for political office . . . learning about government structure . . . practical politics . . . how to testify . . . whatever aspects of citizenship are of interest to your League and your community.

Work to improve election administration by monitoring registration and elections.

Seek—and provide—improved training of election workers.

Work with selected groups to inform them about the workings of government—Designing government and politics courses for young students, naturalized citizens . . . publishing or broadcasting information in other languages for non-English speaking citizens.

Offer unbiased pro and con presentations on various subjects—This can be part of the services of a speakers bureau. In most cases, issues on which the League has positions are not appropriate for this type of pro/con presentation because once the League takes a stand on an issue it should work to advocate that stand and gain acceptance of its position.

Acting as a catalyst to bring "opposing forces" together in the community to discuss issues (e.g., holding town meetings).

Having an active observer corps that keeps abreast of developments at various commissions, boards, etc. . . . and gets this information to members and the public (see *Meetings and Committees* section).

Financing Citizen Information/ Voters Service

Leagues are often able to get special funding for many of the activities carried out under CI/VS. Many individuals and businesses are willing to underwrite the expenses of producing and publishing voters guides, "Know Your Town"-type publications and other educational and informational material. Leagues can also sometimes cut costs by seeking in-kind donations of materials or services (e.g., printing) from businesses or community organizations.

Another way to stretch money is to get the cooperation of newspapers in printing candidate questionnaires and ballot explanations. The help of a particular business or organization can be acknowledged by a credit line on the material. Ask for free public service time on radio and TV to publicize registration dates and procedures and election information. Many Leagues sell CI/VS materials in quantity to business and industry, organizations, labor unions, political parties and occasionally individuals. If you sell to a political party or candidate, make sure that the material has been made available to all parties and all candidates.

Most CI/VS activities can be funded with tax-deductible money. In recent years many Leagues have sought and obtained tax-deductible contributions from individuals and businesses for these purposes. The treasurer's handbook (*Ledger de Main*, Publication #248) states: "Tax-deductible contributions are those that are allowed by the Internal Revenue Service (IRS) to be deducted from the income tax of the donor. Such contributions must be made to an education fund or some other organization which has been classified by the IRS as tax-deductible. . . . The national League of Women Voters Education Fund (LWVEF) has this designation. If your League decides to seek tax-deductible contributions for an educational project and neither your state nor local League has obtained this classification, you may accept these donations by requesting that the check be made payable to the LWVEF. You should then send these checks to the LWVEF office in Washington, D.C., with a letter indicating the donor's wish to have the amount earmarked for use by your League." An important reminder: tax-deductible funds cannot be used to finance a project which has already been completed (e.g., an already printed voters guide). The project must first be cleared by the LWVEF trustees (refer to *Guidelines for State and Local League Use of Tax-Deductible Money*, Publication #361).

CI/VS and Program/Action

League program, based on member study and agreement on selected issues, involves action in support of or opposition to specific measures. On the other hand CI/VS is designed to provide the citizen with unbiased, factual information as a foundation for reaching his or her own decisions. Activities under program/action and CI/VS should be handled separately and by different chairmen. CI/VS materials should not contain League positions; voters guides and other CI/VS publications usually should be distributed separately from materials related to League program. When the League is asked to speak on a ballot issue, it should determine whether the request is for a straight presentation of information on the ballot questions (CI/VS) or involves a presentation of the League's position on any of the ballot issues (program/action). It's usually better not to mix the two in one meeting.

Voting rights

It is particularly important to distinguish between CI/VS and program/action in the area of voting rights. Generally speaking, gathering and distributing information—giving services to voters—can include efforts to see that *existing* election laws are complied with. Therefore, League efforts to improve the *administration* of election laws come under the category of citizen information. However, when you work for enactment of *new* election laws or to *change* existing ones, you are lobbying and taking *legislative action* to

implement the Principles (i.e., "voting rights"—part of League Principles). Such an action is not an appropriate citizen information activity, but is an action activity.

For example, the national LWVEF Election Systems Projects was aimed at getting local officials to observe statutory requirements in the existing state election code if they were not doing so and at pointing out administrative changes that officials could make to facilitate registration and voting. This project, which operated with tax-deductible money granted by the Ford Foundation, has led to some changes, but they are *administrative* changes, not changes in the laws.

Helpful References:

Voters Service Handbook, Publication #330.

Voters Service Reaches Out: A Swap Shop of New Ways to Serve the Voter, Publication #276.

Elections '74-'76: Turning People On, Publication #485.

Administrative Obstacles to Voting, Publication #206.

Removing Administrative Obstacles to Voting, Publication #151.

Making It Work: A Guide to Training Election Workers, Publication #271.

Election Check-Up: Monitoring Registration and Voting, Publication #270.

Voters Service Community Work with Youth, Publication #371.

Helpful Tools:

Reproduction Proofs of Registration and Voting Information, Publication #207.

Balloon the Vote—TV Spot. 60 second sound-color motion picture. Publication #233.

Posters:

Voting is People Power 11" × 17"	Publication #602
Your Vote Makes A Difference 20½" × 17"	Publication #109
Your Vote Makes A Difference 14" × 22"	Publication #148

Program/action

League program is central to achieving our purpose. Program consists of those governmental issues that League members choose for concerted study and action. The Principles—the League's concepts of government—provide the authorization for adoption of program. Action can also be authorized to implement the Principles (see LWVUS bylaws, Article XII and Article XIII, Section 1). The League program process begins with research, study and discussion and culminates in action and change. When an issue becomes part of League program, the League is saying in effect that a problem exists, and possible solutions and ways of approaching action on an issue should be integral to member study and agreement.

League program progresses through several stages. It involves members of the League and members of the community and cuts across governmental and League levels horizontally and vertically. Local Leagues work simultaneously on local, state, national and regional program issues. League concerns include domestic and international problems and run the gamut of governmental issues from local park facilities to international trade, from the rights of women to uses of energy, from abortion to air pollution, from how government operates to open housing. Name it and the League, somewhere, is involved.

How can a League, especially a small League, manage so many issues at once? As long ago as 1929, Belle Sherwin, national president, addressed this point: "... new methods of work must always be sought and found. Stereotyped ways of doing essential things are to be avoided." The more so today, when issues are increasingly complex and interrelated, and there are so many demands on League time and resources. It is up to the board to use management techniques that make optimum use of the resources at hand in the League and the community.

Choosing League Program

What do members see as today's urgent problems? Which of these do they want to work on through the League? Procedures for choosing program, consistent with League bylaws, are designed to answer these questions—to make sure that choices really reflect members' preferences. The steps:

- ☐ members consider and suggest issues;
- ☐ the board formulates a proposed (recommended) program based on member input;
- ☐ members respond, at annual meetings and convention, to the board's recommended program and to other program possibilities suggested during programming (i.e., the not-recommended issues) that are voted consideration;
- ☐ program is adopted by members either through direct participation at local League annual meetings or indirectly through delegates at ILO, state and national League conventions.

Identifying the issues

If members are given only one channel for feeding in ideas—through unit meetings, for instance—they get the message: only members who conform to that model are really welcome. Boards that want to get *all* members to share in the program-making process provide a variety of ways for members to offer ideas. One way, of course, is to set time aside at unit or general meetings for discussion. Another is to accompany thought-provoking articles in the bulletin with a tear-off for suggestions. A third is to phone members to solicit their ideas. Program issues are identified in many ways. Some spring from the particular interests of individual members. Program committees may pinpoint various items for the League to consider, as may the board. Many grow out of previous League work. Still others come to light from a review or update of a League's community survey.

There are many ways to tap community resources. Members can interview key community leaders; they often have insights not just on problems but also on the political climate that would affect attitudes toward an issue and prospects for change. The League can invite members, the general public and community leaders to community problem seminars. Such seminars can deal with local issues, emphasizing those related to state or national concerns in years that coincide with state and national program-making.

The more the community can be brought in at the beginning of the program process, the greater the chance of success when the League decides on a position and acts. Program selection represents a continuing assessment of community needs and member interests

and the more the program-making process is integrated into ongoing activities of the League, the more likely members are to participate in it.

Board consideration

After getting suggestions from members and taking soundings in the community, the board formulates the proposed (recommended) program. Numerical support is not the sole criterion, although member interest is a key consideration. Program issues have to meet other tests, too: Is government action needed? Is it possible? Does the proposal fall within League Principles?

Some questions the board might consider in developing a proposed program from member suggestions:

- ☐ How much member interest has been expressed for the issue?
- ☐ Is this the crucial time for the issue?
- ☐ Is it a current topic of discussion in the community? Could community interest be developed?
- ☐ Do the political realities permit effective action? Are local/state officials aware of the issue?
- ☐ Is the issue one on which League members will spend time and effort?
- ☐ Will the League's involvement make an impact?
- ☐ Will the League be able to draw on allies?
- ☐ Will League involvement increase the League's political influence and credibility?
- ☐ What are the prospects for funding anticipated educational activities and/or an action campaign?

Once the board decides which issues to recommend, it words them as succinctly as possible, identifying the problem to be addressed and the scope of the inquiry.

Program adoption

Members receive a copy of the proposed (recommended) program, often in the bulletin or a packet of pre-convention materials, by the deadline specified in the bylaws. Many Leagues also include information on not-recommended items. Not-recommended items are those that were suggested during program-making but not included in the board's proposed (recommended) program. The board is prepared to explain its recommendations and the reasons for its choices.

The wording of a proposed issue may be amended at the annual meeting or convention, provided the intent is not changed nor the scope enlarged. *Only program issues submitted by the deadline may be considered.* Since League program consists of issues specifically adopted by vote at the annual meeting or convention, *issues previously on the program must be readopted in the same or amended form in order to continue to be part of the program.*

After adopting program, members participating in the annual meeting or convention often direct the board on scope of inquiry, timing, emphasis and ways to handle the study and/or action phases. The board takes this program direction from members into account in planning for the coming year.

Emergency program

Sometimes unforeseen issues develop. Bylaws spell out the circumstances under which issues can be adopted at other than the regular annual meetings and conventions. Emergency procedures are used only when the issue is of such a serious and urgent nature that members believe it must be dealt with before the next regular program adoption time.

Managing Studying the issue/researching and presenting the facts **Program**

Through study, the League not only gains knowledge but credibility, thus maintaining its hard-earned reputation for knowing the facts. During this process the possibilities and political realities of action are also discussed, so that members can contribute ideas for the board to consider when it formulates strategy once a position is reached.

The study phase of program takes a variety of forms. The scope of the inquiry is firmed up, and background information is researched and prepared for members. Members discuss

the issue, meet with community experts and engage in various activities to inform themselves so they will be prepared to reach agreement on what should be done. The League invites community participation in its study to help the community become aware of and informed on the problem, the alternatives and consequences; to weigh community-wide interests and experience with the problem; and to lay the groundwork for future community support once the League reaches a position.

The resource committee is directly involved in the overall coordination of managing a program issue; from research and study through member decision-making and action. It is responsible for pulling information together and planning its use; arranging for meetings, TV and radio shows, go-see tours, and other activities designed to spark member and community interest in the issue. Once a position is reached, the resource committee takes part in implementing action strategies to back-up the position.

Leagues need not start from scratch. On any issue important enough to be chosen for League program, some work has already been done, whether it be in the form of books, magazine articles, videotapes, radio and television programs, legislative or other kinds of debates. Other Leagues that have studied an issue and reached a position may have materials that can be adapted. The League builds on what has already been done, supplementing existing material as needed. For instance, more in-depth research is likely to be done by a local League on a local issue; whereas with state or national issues the task is probably more one of choosing and coordinating the information rather than direct research.

Resource committees, whose members often become considerable experts on issues, need to remember that written materials prepared for League members should help them get the information they need to make decisions as *informed citizens*, not as experts or specialists in the field. Sometimes a bibliography, accompanied by a factsheet with some provocative questions, may be all that is needed.

Be alert to ways to involve the community. Consult with community leaders, exchange views with elected and appointed public officials, hold forums and round tables of experts, debate the issue on radio and television. Get the issue before the public.

Supplement the written word with other techniques. Cassettes, films, cable television, simulations, debates—all are ways to present information and to offer members and the community chances to take part in activities, not just to be passive recipients of information. Be imaginative in how you present issues for consideration. For example:

- ☐ Plan go-see tours to sites or facilities relating to the issue.
- ☐ Present visual information through slide shows, photographs, films.
- ☐ Invite subject experts, government officials or citizen activists to resource committees, general meetings, panels.
- ☐ Use case histories to present information, alternating one side's view with the opposing view to illustrate differences.
- ☐ Meet with other organizations and groups interested in the issue; expose your members to a variety of viewpoints.
- ☐ Hold a mock public hearing to present various sides of an issue.
- ☐ Plan a meeting around a film, television or radio program.
- ☐ Use a game to illustrate a point; develop your own game and share it with other community groups.
- ☐ Use role-playing to bring out attitudes and ideas about issues.
- ☐ Develop a short course relating to the issue.

Sharing resources

"Cooperative program groups" is a term used to cover a variety of joint efforts used by Leagues in managing program studies. The most obvious is use of joint resource committees by neighboring Leagues.

A unit can also serve as a resource committee responsible for planning, preparing material and briefing members on a given program issue. Another approach is to develop a skill or talent exchange among members from several Leagues with particular interests. They can pool their expertise so that it can be drawn upon by participating Leagues as needed. In some states, the state board utilizes on- and off-board members as a traveling team to bring information on state and national items to local Leagues, thereby sharing

expertise and leadership resources. All of these approaches save Leagues from duplication efforts.

A few words about the term "consensus"

The American Heritage Dictionary defines consensus as "collective opinion or concord; general agreement or accord." In these guidelines "consensus" is used (1) interchangeably with the term "member agreement" to refer to the *overall decision-making process* (includes various methods such as questionnaires, polls, etc.) by which substantial agreement among members is reached on an issue, and (2) to refer to a *specific technique* used traditionally in the League to discuss and arrive at conclusions on issues (e.g., at unit meetings).

Reaching Member Agreement/Consensus

Before the League can act, members must agree in broad terms on what they think about various aspects of the issue. The board chooses from a number of processes which can be used singly or in combination to reach a decision about a program issue. Regardless of the process used, members should have an opportunity to become informed on the issue either through League or community resources before being asked to decide. The board chooses the approach to be used, recognizing that since issues are different in scope they need not all be treated alike. The nature of an issue will bear on how it is studied and how decisions are reached.

Whatever procedure is used, set groundrules at the beginning so that members will understand the process and the board will be helped in formulating the position based on member input and agreement. For example, if the consensus method (see section below) is combined with a member questionnaire (e.g., a bulletin tear-off), how will the replies of one or the other be weighted? If a questionnaire only is used, must a minimum number of members reply for the results to be valid?

Consensus/group discussion

Utilized as a technique for reaching member agreement, consensus is a process whereby members participate in a group discussion of an issue. The "consensus" reached by members through group discussion is not a simple majority, nor is it unanimity, but refers to the overall "sense of the group" as expressed through the exchange of ideas and opinions.

The resource committee frames discussion questions which the board approves. These are presented during the study as a basis for member discussion. They help guide the study and focus discussion on the points that will ultimately be a part of the statement of position.

The board may wish to vary the procedure for some issues. Instead of developing discussion guidelines for consensus, it may design "reaction statements" to lead into and guide discussion. Such questions bring issues into focus and provoke discussion. Member agreement emerges from the give and take that comes from group interaction and exchange of view points. The stimulation of listening to and participating in the discussion and decisions can be an exciting experience.

Questionnaires

The board may decide to send a questionnaire to the entire membership or to a sampling. This can be sent in a special mailing or enclosed in the bulletin as a tear-off. It can repeat discussion questions or have completely distinct questions. It can be of the "yes"/"no"/"but" variety and may or may not invite comments.

Telephone polls

Member attitudes on issues can be sought on the telephone. If telephone polling is used either for the total membership or for a representative sampling, be sure members know the dates the calls will be made and the questions they will be asked, so they will be prepared to answer.

Concurrence

Concurrence is the act of agreeing with—or concurring with—a position. Concurrence has been a decision-making technique used by the League for some time. Concurrence can take place in many ways. Groups of League members or League boards can concur with:

- ☐ recommendations of a resource committee or a unit group;
- ☐ decision statements formulated by League boards;
- ☐ positions reached by another League or Leagues.

Leagues in the same water basin have concurred with each others' positions on management of water resources in their common basin. In area Leagues, an issue which relates specifically to one jurisdiction (of the geographical area covered by the League) is often studied by members living in that jurisdiction, and, after member agreement has been reached by those members, the other members of the League are asked to concur in the results.

Formulating League Positions

Positions express the League's point of view regarding an issue and form the basis for League action. The appropriate board has the responsibility to determine when and how to carry out action under positions. Therefore, it is important to word positions in terms broad enough to enable the League over a period of time to initiate, support or oppose a variety of legislative and/or executive proposals. Positions reflect the stance taken on an issue—needed changes in a law or structure, support for existing institutions, counteraction to attacks on present laws—whatever directions emerged through member agreement.

Positions reflect member thinking and are arrived at in a variety of ways:

- ☐ boards formulate a statement of position based on member agreement as the result of consensus or other decision-making processes.
- ☐ members and delegates can adopt positions at annual meetings and at conventions.
- ☐ sometimes it is possible to apply positions reached on an issue at one level of government to the same issue at other levels of government. In this case, the appropriate board will want to determine (1) if member understanding exists on how and why the position applies to another governmental level, and (2) if the proposed action is appropriate in terms of timing, need and effectiveness. For example, a state or local board can apply the national campaign financing position to campaign financing issues in state and local communities if the board involved decides that these criteria are met.
- ☐ a League may derive a new support position on an issue from elements which relate to that issue in existing League positions.

Action

Action is the lifeblood of the League. Leagues act on current program positions and on Principles (see section on *Acting on League Principles*, this chapter). Action is directed at all branches of government. Lobbying generally is aimed at the legislative and executive branches. Monitoring usually focuses on the executive branch—the administrators. Litigation deals, of course, with the courts.

Assign the coordination of action to a League leader who likes to get things done. At the same time involve the whole board in working out an action strategy—a master plan designed to achieve the action goals. Action cannot be a hit or miss proposition nor can it be done well by one person operating in isolation. When planning action strategy on a given issue a board should evaluate supporting and opposing forces, select techniques likely to achieve desired results, create a favorable climate for effective action and use different forms of action for different stages.

For example, if the goal is to increase the availability of low-income housing, the League might help write enabling legislation and/or lobby the city council and housing authority, working alone or in a coalition. At the same time it can enlist community support through the media, a speakers bureau, and/or by conducting tours of low-income housing projects, etc. Once a bill is passed, the League can monitor its administration. If the law is not implemented properly, it might litigate. Throughout the process, the League might be in touch with state and federal legislators, and agencies, a state department of housing and the federal department of Housing and Urban Development (HUD) to see that funds are available to the local community and that state and federal requirements are being met.

Get to know your elected and appointed officials—city council members, state legislators or members of Congress. Congratulate them upon election or appointment; explain League positions; supply them with League publications; know their backers, interests, biases; take advantage of timely opportunities to see them. The League should not be apologetic about taking officials' time—remember, it is their job to listen to their constituents. Most officials are familiar with the League and will expect to hear from the League just as they hear from other organizations and groups.

Coalitions

Political power doesn't depend on numbers alone, but combining forces is often an effective approach. Clout comes through leadership, information, political expertise and

good organization. In a coalition, League impact can be doubled or tripled. Don't be afraid of action coalitions. Consider them temporary or for the duration of a campaign. If League goals diverge from those of the coalition, the League or the other group can pull out. Working with other organizations exemplifies cooperation not bondage—keep your eye on the major overall goal.

Lobbying

Lobbying is a technique that Leagues can use effectively at every level of government. Most League members make excellent lobbyists with a little training and encouragement to build confidence. Major points to remember:

- ✓ know as much as possible about the person you want to influence and establish good rapport with him/her
- ✓ know the facts on all sides of the issue and get your point across in the fewest possible words
- ✓ ask the person for his/her point of view and be a good listener
- ✓ leave the way open for another interview
- ✓ leave the person with a friendly feeling even if you are turned down—he/she may be with you on another issue
- ✓ don't be afraid to admit ignorance on specific points—say that you will find the answer and report back
- ✓ don't neglect the public officials whose views coincide with the League—solicit their help in persuading others

Monitoring

Monitoring is a form of action that is usually aimed at the administrative process. The problem often is not that more laws need to be passed, but that those already on the book are not faithfully executed or are diluted by poorly drafted regulations. Monitoring can determine whether both the letter and the spirit of the law are being carried out. Often monitoring points up the need for revisions in the law or in the regulations. Monitoring can happen at any stage—before or after a bill is passed; preceding or at the point of litigation.

Litigation

Leagues are increasingly turning to the courts to bring about needed change. When laws are not enforced or when constitutional rights are infringed, litigation is often the only kind of action that will remedy the situation. Sometimes litigation can also clarify points in the law that are contradictory or subject to misinterpretation. A local or state League can litigate as a plaintiff or an *amicus* in a wide variety of cases—anything from voting rights to the environment, housing, campaign finance and disclosure laws. Often Leagues find free or reduced-fee lawyers and pay for other costs (e.g., filing fees, printing briefs) by fundraising or working with other groups that will share costs. Using litigation can bring the League extra dividends. It is a useful way to get media attention and to inform the public. It can also put the League in a stronger position in dealing with legislators and officials . . . i.e., often the threat of litigation will be sufficiently persuasive to bring about compliance or administrative cooperation.

Involving members

Members want to be where the action is. Besides encouraging member involvement in the study phase of an issue, the board should provide ways for members to “get in on the action” once a position is reached. In planning any action strategy, the board should identify specific areas of the plan which can be carried out by members directly and which utilize “member power” effectively. Managing elements of the action strategy in this way enables leaders and members to experience the rewards and satisfactions of participating in the action arena firsthand.

Members can be part of the action in countless ways . . .

- | | |
|---|---|
| <input type="checkbox"/> lobbying | <input type="checkbox"/> writing letters |
| <input type="checkbox"/> monitoring | <input type="checkbox"/> serving at rumor control centers |
| <input type="checkbox"/> taking polls | <input type="checkbox"/> telephoning |
| <input type="checkbox"/> circulating petitions | <input type="checkbox"/> preparing testimony |
| <input type="checkbox"/> conducting action forums | <input type="checkbox"/> writing articles |
| <input type="checkbox"/> distributing material | <input type="checkbox"/> organizing neighborhoods |

- ☐ interviewing
- ☐ designing displays
- ☐ photography
- ☐ participating in a field study

... however and wherever their talents and interests can be tapped.

Involving the community

In planning strategy at each stage of League action, the board will want to decide on the kind, extent, and timing of community involvement. The techniques used for bringing the community along during the study phase of a program issue can continue to be employed to strengthen efforts to rally community support during the action phase (refer to *Managing Program*, this chapter.)

Controversy

Change doesn't come easily, and it often involves controversy. Healthy controversy can be a plus for the League. It can give it the chance to make points. It can give the League high visibility, a lot of publicity and make it a force to be reckoned with. It puts demands on League leaders to be on their toes and requires that League members be informed and involved, sure of the facts, ready to give them to all comers.

When planning an action campaign, prepare to deal with controversy. Work closely with allies and know the opposition. Keep your cool, stick to the facts and try to expose dishonesty. Be sure you have your membership and key leaders in the community behind you. If the League wins, members will be ready to tackle the next issue with renewed confidence. If it loses, a noisy loss can call a lot of attention to an unsolved problem, and the League can continue its efforts to achieve its goal, perhaps through new or different approaches. The League will still have the respect of the community because it will have shown toughness and a willingness to back its stands with political action.

Acting nationally on state and local League and ILO positions

Local and state Leagues and ILOs sometimes find that their positions are affected by federal legislation. When such situations occur, a League may want to contact a member of Congress. In such circumstances League may act subject to the following procedures:

1. The local, ILO or state board writes the national board outlining the relevant position, legislation which deals with the position (enclose the bill or cite the bill number) and the action requested. Local League and ILOs clear requests with their state board (or boards if the ILO covers parts of several states), and enclose a letter of agreement from the latter with their request. In cases where contemplated action affects neighboring states, the request should also be cleared with those state boards.
2. The national board determines whether or not the League can act, using the following criteria:
 - is the issue divisive nationally?
 - is the issue being studied under national program with a view to member agreement?
 - is there a conflict between Leagues within or outside the state?
 - is there a conflict with any LWVUS position?
3. If the answers to the above are all negative, the LWVUS will approve the request. The requesting League or Leagues may then write or contact their own representatives and senators to:
 - share research and results of the LWV study on the issue and request their representatives and senators to make it available to the appropriate congressional committees;
 - speak directly on specific provisions and amendments in the pending legislation and on how it would affect their city or state. When the legislation is up for a vote, Leagues may contact their own representatives and senators—again speaking directly to the issue to urge their vote in support of the League's position.

Note that action is limited to the *congressional delegations* of Leagues involved. Authorization does not include contact with other members of Congress or congressional committees.

The above refers to action taken nationally on state and local positions.

Leagues do not need to request authorization from the LWVUS to act at the national

level on national positions under which the LWVUS board has already taken action.

Frequently, because of limitations on national resources, only minimal action will be possible at the national level. Leagues and League members are encouraged under these circumstances to take action at the federal level on their own initiative. That is, you don't have to wait to receive an official ACTION ALERT. Opportunities for action initiatives are often found in REPORT FROM THE HILL. Leagues should be cautioned, however, that if there is some *question* as to whether or not the contemplated action is on an issue which is authorized under a national program position, clearance and clarification should be sought from the LWVUS.

Copies of all communications with federal officials should be sent to the LWVUS, attention Legislative Action Division.

Acting at local and state levels on national positions:

While decisions relating to state and national governmental action, organization of the lobbying effort and planning of action strategies are made by the appropriate state or national board, the action takes place in the local community. The effectiveness of the League depends to a large extent on how involved the members and local board are in the action campaign.

Action on the local level is what you make it. Garbage, land use, housing, trade, representative government are all problems which extend beyond purely local jurisdictions. The transition from a garbage disposal problem to a solid waste management program, for example, will involve your community, either by itself or as a participant in a regional system. There are very few, if any, national positions which do not have local, regional and/or state applications. Whatever action is undertaken by the LWVUS at the federal level is supplemented, complemented and backed up by the work the local League does in the community.

Take housing, for instance. The national position supports accessibility of adequate housing for low- and moderate-income families. The LWVUS and all local and state Leagues work in Congress for appropriate federal legislation. A local League then, for example, must make its own determination about whether adequate low-income housing exists in its community; how best to provide it; whether federal funds are being properly utilized; and what kinds of action will best implement the national position in the community. Perhaps Leagues within an ILO or state will conclude that a regional housing authority or a state fair housing law is necessary. Assuming the members are knowledgeable and back the action to be taken, Leagues can undertake action at the local, regional and/or state level under the national position or positions without prior clearance from the national board. If the action involved affects governmental jurisdictions beyond the League(s) desiring to take the action, clearance and concurrence must, of course, be obtained from the League board(s) at the appropriate jurisdictional level.

Acting on issues affecting more than one League

As issues grow more interrelated and complex, one League's position on an issue may differ from that of a nearby League's on the same issue. This does not necessarily mean that an impasse then exists on any possible action. Instead, each League should inform the others about *any* contemplated action activities so that the Leagues involved can voice their feelings and concerns and can discuss and analyze the possible impact of proposed action in the affected communities. Seeking a cooperative solution to the problem will benefit everyone.

Acting on the Principles:

The 1974 convention of the LWVUS authorized action by local, state and national Leagues on the basis of League Principles, which evolved from and incorporated former League positions. The Program for Action adopted by the convention included in its introductory statement and under the individual items most of the concepts listed separately in the Principles. The three specific clauses not included are that government should 1) "maintain an equitable and flexible system of taxation," 2) "promote a sound economy" and that 3) the development of "international law" is imperative in the promotion of world peace.

Because these references are general, the national board suggests that any action on these three aspects of the Principles be taken in connection with present or future League positions to which they apply and on which member agreement and understanding are known. Implementation of the decision to act on League Principles depends on authorization by the appropriate board (i.e., local, state or national) following its determination that member understanding and agreement exists and that action is appropriate as to timing,

need and effectiveness. In addition, as with other action efforts, when the results of action will have ramifications beyond a League's own governmental jurisdiction, the League should consult other affected Leagues to seek agreement.

Helpful References:

Documents: Background on National League Program 1974-1976. Publication #521.

Study and Action: 1972-1974 National Program. Publication #409.

Action. Handbook for translating program goals into action. Publication #161.

League Action Service. This service includes a subscription to ACTION ALERT and REPORT FROM THE HILL. Check most recent national publications catalog on how to order.

When You Write to Washington. Guide for citizen action, includes congressional directory. Publication #349.

Going to Court in the Public Interest: A Guide for Community Groups. Publication #244.

The Verdict Is In: a Look at Public Interest Litigation, Publication #536.

Getting Something Done. How conferences and meetings can advance civic effectiveness. Publication #637.

Getting It All Together: The Politics of Organizational Partnership. Publication #674.

Anatomy of a Hearing. To help individuals and groups present their cases effectively at public hearings. Publication #108.

The Politics of Change. Publication #107.

The Citizen and the Budget Process. Publication #482.

The Budget Process from the Bureaucrat's Side of the Desk. Publication #483.

Membership

The League must learn to reach all its members, more members and to a far greater extent the community and state. A Portrait of the League of Women Voters at the Age of Eighteen, April 1938.

People join the League for many different reasons. Members make personal decisions about how much time to give and to what extent to become involved. Each member is important to the strength of the League, and the League is versatile enough to welcome each person's contribution—from the member joining solely to receive publications to the deeply involved League activist. The board's job is to see that opportunities are available for each member to participate *to the extent and in the way that best suits that member's needs and interests.*

Members play a direct role in League decisions. They influence decisions either personally or through representatives at annual meetings and conventions by:

- deciding basic League rules—the bylaws
- choosing leaders
- saying how League money will be spent by adopting budgets
- selecting issues for League program
- taking part in the decision-making processes through which the League reaches positions on governmental issues.

The member's power reaches to the LWVUS through the delegates to the national convention, where the sovereign power of the League is exercised. Each recognized local and state League and inter-League organization is entitled to representation at the national convention, which meets biennially.

A person joining a local League is automatically a member of the state and regional Leagues (if these exist where the person joins) and the LWVUS. Most members belong to the local League organized where they live. A few members who have more than one residence belong to a local League in more than one community.

Types of Membership

Membership in the League is open to everyone. LWVUS bylaws provide for various kinds of members, defined as follows:

Voting Members are citizens at least 18 years old who are enrolled in recognized local Leagues. They have all the benefits of League membership and may serve on League boards and be delegates to conventions and councils.

Associate Members are persons under voting age and/or persons who are not citizens who are enrolled in recognized local Leagues; these are non-voting members. In addition, members of provisional Leagues are technically non-voting members because they are members-at-large of the state League until the provisional League is granted local League status.

Members-at-Large are persons who live outside the area of and are not enrolled in a local League. A member-at-large joins the state League or, if living outside the United States, the LWVUS. A person living within a unit of government in which there is a local League may not be a member-at-large. MALs are also non-voting members.

Membership and the Board

Together and as individuals, the board is responsible for building a League that is politically effective in the community. An active, visible and dynamic League will attract and keep members. The personal touch is always important, and the more the board shows members it cares about their opinions and needs, the more members will want to take part in League activities.

The board has three aims with respect to membership, and it will want to assess its progress regularly to:

- ☐ attempt to grow in membership
- ☐ have a membership as representative as possible of the community
- ☐ offer many varied ways for members to take part in deciding and carrying out League activities and goals.

It helps to have a membership chairman and committee. Besides developing overall plans

for membership growth and participation they help other board and committee members involve members in the number of activities for which they are responsible. When organizing for the year the committee might wish to:

Evaluate the membership needs of the League. Use membership statistics to assess current membership trends; review questionnaires giving member interests, talents, age, education, location, etc.; conduct interviews with present and former members to find out what kinds of activities members take part in and why.

Review available materials. Be familiar with the many tips, guidelines, handbooks, brochures and posters on membership published by local and state Leagues and the LWVUS. Before spending time and money to devise your own materials, check to see what is already available that you might use.

Consider the background of your members. Capitalize on the variety of backgrounds of your members. See that all members have a chance to express their interest and concerns and to be leaders. Differing backgrounds bring different perspectives valuable in discussing issues and dealing effectively with the community.

Come up with a specific long- or short-range goal. What do you want to achieve? An increase in members? more participation? a League presence where one doesn't exist? Define your goal.

Consider the timing of the plan for the League and the community. Can elements of the plan coincide with a League priority—tour of a low-income housing project or recycling center? Passage of a local ordinance? Member recruitment can also tie into a community venture—county fair, UN Day, local celebration, election day.

Measure the success of the plan. Was the goal reached—specific numerical increase? higher percent of participation? new members from a previously unrepresented segment of the community?

Remember—membership is a year-round effort. People join and take part when *they* want to, not necessarily when the League calendar says they should.

Recruitment Visibility

Leagues that are active in the community attract new members. Ideals and principles are not sufficient magnets to convince people to spend time, money and energy in support of the League and its goals. Be active in and for your community. Don't be afraid of controversy. Be a catalyst. Make an impact. People have to know *what* the League is *doing* before they will join and take part.

What can you do? Any number of things. An active League can generate visibility and a "do-er" image:

- take a public stand on a high interest issue by testifying, lobbying and "speaking out" through radio, TV and newspapers
- maintain a rumor control center to defuse emotions on hot issues
- publish political accountability ratings of elected officials
- register voters and distribute election and voting information
- get a bill passed which the League has written
- mediate differences of opinion on controversial community issues
- publicize League achievements
- file a suit to enforce a law

Accessibility

How can the public contact the League? Is it listed in the telephone directory? Do you have a message recorder? Have you thought about opening a League office? Does League stationery and published material have a street address, post office box or telephone number through which the League can be located? If your area publishes a community directory does it have information on how to contact the League? Have you tried posting information on the League and how to join on community bulletin boards? All in all—*is the League easy to contact in your area?*

Outreach

Does your League reach out to the *whole* community? Differing member backgrounds, ideas, interests, experiences and perspective contribute to a dynamic League. Does your League work in coalition with other groups? Do you always speak to the same group?

Have you met with tenant groups, farmers' groups, college students, labor groups, adult education groups? Are you working on issues of major interest to the community at large? Do you *know* your community?

Are League activities held in places open to the public? Are babysitting services and transportation available to members? Are meetings and events scheduled to suit a variety of needs—daytime, evening, afternoon, weekends? How can members who cannot attend meetings participate? Has your League thought about setting special dues categories for those who are not able to pay regular dues? These are all ways of reaching out.

Attracting potential members to the League is the first step in recruitment. The overall visibility, accessibility and outreach of the League can be reinforced in many ways:

- ✓ personal contact—bring guests to meetings and activities;
- ✓ have members of the speakers bureau hand out flyers and pamphlets at speaking engagements;
- ✓ place posters, flyers and brochures in public places—shopping centers, community bulletin boards, libraries, colleges, community centers, apartment complexes, etc.
- ✓ attach membership information to all League publications (except those paid for with tax-deductible monies)—programs and agendas distributed at League events, bulletins, Know Your Community booklets, League surveys, etc.
- ✓ distribute membership information with products sold by the League—jewelry, calendars, stationery, etc.
- ✓ invite people attending League-sponsored tours and activities to join the League;
- ✓ participate in activities of other organizations.

Most important of all: sign up people when *they* want to join. Don't refer them to the membership chairman or treasurer. Don't make them take extra steps. It should be easy to join the League. Any member can enroll new members and pass the dues check and information to the treasurer or membership chairman. Don't forget to follow up on prospects—people who have shown an interest but have not joined immediately. See that "membership" is plugged into every League activity.

Orientation Create an atmosphere in which new members feel welcome and relaxed. Besides greeting new members at an orientation, you could arrange for new members and prospects to "tour" the League. This could include visiting a program committee meeting, seeing the bulletin being put together, visiting the League office, watching a member testify at a local hearing—the tour can be as varied and diverse as your League activities.

Most new members are not interested in learning in detail about League structure and procedures. They want to know what is being done and where they can fit in. Orientation is most successful when it is based on taking part in something that is *happening* in the League. Invite new members to go to a meeting with a member of the observer corps and take notes and report on the meeting or hearing observed. Let them find out if the local newspaper will agree to print the Voters Guides. Hold a mini-action workshop or PR workshop to help them learn new skills quickly. Are you concerned with bringing new members up-to-date on program issues? Perhaps they could observe several program committees at work. Are some new members interested in a specific action goal of the League? See to it that they get to "jump in" immediately and directly in an activity connected with the goal. Chances are the new members would rather learn by doing than learn by being talked at.

Participation It is up to the membership committee and board to see that members have many different chances to get involved in the League. A 1974 survey conducted by the LWVUS showed that members were willing to do more but did not feel enough opportunities were offered them. Frustrated leaders may be tempted to throw up their hands at such a statement, but perhaps what it means is that members want to take part on their terms rather than on leaders' terms.

Serving on a committee and attending meetings are only two ways by which members can participate. Some people do not have the time or the desire to take on a long-term job requiring a great deal of time and a continuing commitment. Others don't like meetings but would be willing to do something that doesn't involve meeting attendance. Look at things from a fresh perspective. Identify worthwhile things that need to be done and break them down into small, short-term jobs, so that a member can do something concrete with a clear end result:

☐ Is the Housing Authority holding a series of three hearings that the League should observe? If you can't find one person who can and will go to all, ask two or three people to attend. All the hearings will be covered and more League members will have had a chance to do something. If these three get together to pool ideas for a report, you may end up with the nucleus of a new HR team.

☐ Are only a few members interested in an issue that's on League program but not of high priority? The League doesn't necessarily have to have a standing committee for that issue. Ask the interested members to follow current developments and report occasionally to the board, through an article in the bulletin or a short summary at a general meeting.

☐ Are you engaged in a petition drive? Divide the work among your members so that many have a little to do instead of a few a lot.

☐ Is attendance at units and other meetings falling off? Some Leagues are dividing issues among units and asking each to specialize on a particular issue, from start to finish; others have units that engage in issues of concern only to that unit—in either case the work continues under board direction, but more people become involved.

☐ Do you have members who don't come to meetings but do know many people in your community? Perhaps they would be willing to introduce your president, finance chairman, PR chairman or action coordinator to the key person who can help you on an issue or raise money or get radio or TV time.

☐ Some people like to telephone. Ask them to divide the necessary phone calls to make appointments for finance solicitation, to alert members to an issue or to ask them to help with an activity.

Pay your members the courtesy of asking them to do things worth doing. People are not willing to spend time on "make-work" or on things they don't see as important. Let them know why the job needs doing, how it fits into what the League is trying to accomplish and why you think it might interest them. Make clear what needs to be done, but listen to their ideas on how to do it. Ask yourself whether it is something that fits their interests. Try to match jobs with the skills, interests and time constraints of those you ask to do them. Be available to help, but give them freedom to be creative and trust that they will do a good job. Taking part in the League can be stimulating and challenging; it is up to the League leader to share this excitement and enjoyment with as many members as possible.

Retention Sometimes a step taken at the right time can mean the difference between keeping and losing a member:

- ✓ Help members moving out of your area to locate the League in the new community; make sure they have a member transfer card to present to their new League.
- ✓ Notify state and national Leagues of change of address.
- ✓ Try to get in touch with members who have not come to League activities for some time—a phone call, note or visit. (Is this something two or three League members, not necessarily on the committee, might be willing to do?)
- ✓ Find out why members have not renewed membership. Answers are revealing and sometimes a solution can be found.

Member involvement is what the League is about! If you help members take part in League as they wish to, you will have more interested members and a more active and effective League.

Helpful References:

How to Get and Keep Members. Publication #215.

You've Been Intrigued by the League. Smartly-illustrated flyer giving detailed information about the League. Follow-up for a mail campaign or for distribution at new-member meetings. Publication #322.

Facts about the League of Women Voters 1974. Basic information about the League in convenient pocket form. Publication #221.

Membership recruiting flyer. Has returnable tear sheet and space for local League info. Being revised.

New Member Publication Package. Excellent orientation material. Publication #186.

League of Women Voters Poster. Red cardboard with white letters. Easel back. 10" x 14" or 7" x 22". Publication #236.

Dues Notices. 100 to a pad. Publication #218.

Member Transfer Cards. For use by members moving from one League community to another, to clarify dues records. Publication #230.

Membership Cards. Publication #227.

Finance

The League of Women Voters at all levels cannot expect to operate and achieve its aims without adequate financing. And each League, be it local, state or national, is responsible for the financial well-being of the League as a whole. Financial support for League activities comes from members, non-members and the community at large, and all sources are essential to League success.

The League Budget

A budget is a planning instrument. It reflects goals, priorities and activities, showing what a League plans to do and the expenses it will incur in the doing. It should be possible to tell, by looking at the budget, what the League will spend for administrative and general operating expenses—the amounts needed to keep the organization going—as well as for purely educational activities and for political activities.

A well-conceived, realistic gross budget reflects all anticipated income and expenses for a fiscal year. It shows planned growth in members, dues, contributions and League activities. Income and expenditures balance. Along with direct costs, it includes volunteer out-of-pocket expenses that will be reimbursed by the League (parking, baby-sitting, gasoline, etc.)

The League budget also reflects *each League's obligation* to support the League as a whole. Local League budgets show League support for the state in an expense item for pledge and/or per member payment ("PMP") to the state; it may indicate support of an ILO, if the League belongs to one; and it provides for direct support to the LWVUS through PMPs. The amount of the LWVUS PMP is determined by delegates to national convention. Funds for both it and the local League's payment to the state can be raised any way the League chooses—through dues, member/non-member contributions, fundraising activities, sale of publications or charging for League services. The state League budget supports state League services and activities and includes a pledge for support of LWVUS services and activities.

Developing the budget

The budget is developed by a committee that seeks out and listens to the thoughts and wishes of the members and the board of directors. Appointed soon after the annual meeting or state or ILO convention, the budget committee is most often made up of a chairman (usually not a board member), the president, treasurer, finance chairman, public relations chairman and off-board members.

Budget development starts with ideas from members and direction from the board on priorities for the coming year, as well as long-term objectives for the League over a period of several years. Board members and committees plan what they hope to do and put tentative price tags on their proposed activities. In this they are guided, but not limited, by actual current expenditures, for this is the point at which chairmen and committees can dream a little about what they would like to do beyond what they are actually doing. *Budgets that stay the same year after year do not reflect a creative, growing League.* Generally, priorities and activities change as community issues and needs change, and as the League becomes more effective these changes appear in the budget.

The budget committee prepares a budget that it recommends to the board. The board reviews and evaluates the proposed budget, making such changes as it thinks necessary or directs the budget committee to add, delete or change emphases. The board then approves the budget to be submitted to members at the annual meeting or to delegates at state and ILO conventions.

Once members or their delegates adopt the budget, the board sees that it is carried out. The board can revise the budget to respond to unusual circumstances as needs arise, but it does not usually make major changes in the overall level of expenditures authorized or the general direction of League emphases approved at the annual meeting or convention.

Dues

Dues are a major income factor in local League budgets. Each League decides the level of dues and the method used to collect them. When setting dues, Leagues consider all the cost factors related to maintaining an effective organization. For example, it is helpful to break down the expenses involved in properly servicing each member—what it costs to produce and distribute the bulletin, to purchase publications, to remit amounts due to the

ILO (if appropriate) and to state and national. Most Leagues charge \$15 per year, with a few dues levels set below \$10 and some over \$20.

Leagues may set up categories of dues to help members whose ability to pay may vary. For example, a League may attract younger members by offering "scholarship" or "gift" memberships at reduced rates. Special rates may be set for senior citizens or others on fixed incomes. If these or other similar plans are used, income lost from lower dues can be offset by increased member/non-member contributions, fundraising or selling services. Members can also be given the choice of selecting a "regular" dues payment or a "high option" plan, in which a contribution (the amount established by the board) is automatically included with the dues. This is the effect of a "contributing" membership at \$30 (for example) or a "sustaining" membership at \$50 or \$100 per year.

With men now full voting members of the League, questions have arisen about family memberships. While it is up to each League to determine whether it will utilize this dues category, keep in mind that the League, as a participatory organization, emphasizes individual member involvement and this also means providing services and materials for individual members. In addition, regardless of the dues category in which a member is grouped (e.g., family member, student member, etc.), *local League per member obligations to the LWVUS* (and in some cases PMP or pledge payments to the state) are figured on the basis of each individual member.

Local Leagues collect dues through one of two systems—the anniversary system or the annual system. In the former, members pay dues on the anniversary of the month they first joined. In the latter, all members pay dues at the beginning of the fiscal year or in a specially designated month; new members joining during the remainder of the year sometimes are charged a prorated amount for the rest of the League year.

Fundraising and Development Within the League

League members can best evaluate the achievements of their own organization. While it is important to set dues high enough to let the League function properly, it is also important to encourage members who can to support the League beyond the annual dues. In addition to providing income, these contributions assure potential community contributors that members are supporting their organization beyond the minimum. Members can be solicited in many ways—by a notice in the local League bulletin, by "high option" dues, by a letter sent out with the dues notice or by personal appeal. All these can be used singly or in combination, based on the board's analysis of what plan is most effective.

In the community

Finance is ongoing in the League, especially with respect to soliciting non-members. The League performs services for the community for which it should seek support from the community. Leagues accept money whenever a donor is prepared to give, not just during a once-a-year finance drive.

Fundraising efforts are headed by a finance chairman who is usually a member of the board and who also serves on the budget committee. The chairman and finance committee develop plans for raising money needed to fund the budget and act as finance advisors to the board. Early in the League year, the finance committee develops and presents to the board its suggestions for various fundraising activities for the year. The board amends, approves or rejects the suggestions. Each board member helps in the effort to raise money by suggesting potential contributors or funding sources and often by making finance calls. Once the board approves the plan, the finance chairman may need permission to engage in fundraising from a local review board—if one exists in your community by virtue of a local law or ordinance.

Developing a prospective contributors list requires planning, thought and imagination, but the effort is crucial to success. Because services benefit the community, the prospect list includes all major sectors within the community—individuals, owners of small and large businesses, banks, labor unions, corporations, educational institutions, foundations, civic associations. Names of likely organizations and individuals can be obtained in many ways—from the board, from the members or from a financial advisory committee; from newspaper and magazine reports of concerned groups, businesses, and private citizens; from Who's Who and similar references; membership lists of other organizations; the League's own community survey of financial sources; foundation and government grant directories.

Solicitation is geared to the prospective donor's interests and ability to give. Therefore, the more relevant information the prospect list includes about possible contributors, the better able the League will be to pinpoint accurately *whom* the League should ask for *what*, and *when*. For example, the file on individuals might include educational background, membership in clubs and other affiliations, business and recreational interests, hobbies, achievements, political stand on issues, past history of contributions. The file on organizations, foundations, corporations and labor unions would contain similar information about persons to be contacted in these groups, such as notes on the kinds of issues or activities the organization has supported and when it sets its budget for the coming year (so the League can make its request in time for funds to be included in the upcoming budget).

Leagues find it helps to be selective in raising funds. Small contributions can often be gotten by letter or telephone; larger ones may require in-person contact. Match the solicitor to the donor and give new solicitors confidence by providing training or other experience before asking them to make calls on their own. For best results, schedule general solicitation campaigns when League visibility is high.

Non-cash (in-kind) contributions can help the League. For example, a rent-free office, a gift of office equipment or materials, free printing of the bulletin or other publications, reduced rate telephone answering service, help the League do its job while saving cash expenditures. The cost of such services are included in the budget whether they will be provided free or paid for, and the value of non-cash gifts is recorded as an in-kind contribution under income. Note that in-kind contributions cannot be considered as tax-deductible contributions to an education fund.

Many Leagues sell services to public or private agencies; the classic example is ABC and other television network election reporting. In addition, Leagues have been paid for conducting censuses, developing catalogs of services available in the community or state, training poll watchers, preparing educational materials for schools, developing voters guides. Government contracts for specific projects can be another excellent way to earn income, e.g., developing workshops, conferences, radio and television shows, pamphlets and other services for the public. And Leagues have been paid to conduct environmental, energy, housing and welfare surveys.

Other League-sponsored projects also earn money. Trips and tours are popular, and some Leagues have contracts with travel agencies to sponsor air charter trips to Europe and other vacation spots. Many Leagues arrange visits to state legislatures, penal institutions, refuse reclamation operations, manufacturing centers, waterways, and they invite the public as well as members to participate—for a fee. These may or may not be related to issues on League program; if they are, they can serve the double purpose of community information and fundraising. Leagues in metropolitan areas find they can increase the proceeds from fundraising by joining together to form a metropolitan finance committee whose members represent each of the participating Leagues. The committee works year-round, drawing upon the financial resources of the entire area or region. Smaller Leagues farther from metropolitan centers can cooperate in the same way with equally good results.

Leagues do not raise money in conjunction with other major fundraising efforts such as the United Givers/Way or Community Chest. Such efforts are organized primarily for health, recreation and welfare purposes.

Tax-deductible contributions

As with all League activities, the budget is crucial to the success of funding activities. It can be an excellent "design for giving" if the solicitor translates it to the prospective donor—in person or by mail—as a design for action. Solicitors usually ask donors to make their contributions in "hard" money, that is, *not* tax-deductible. Hard money is preferable because it can be applied to *any* League activity, be it administrative, educational or action. Hard money has no strings attached. It can support a nonpartisan get-out-the-vote drive, pay office rent, fund an action campaign or bring a League's preference on a ballot issue to public attention.

Some contributors, however, may be willing to give to the League only if they can claim an income tax deduction for the contribution. All tax-deductible contributions must be made to an education fund or other organization classified by the Internal Revenue Service as tax-deductible. The national League of Women Voters Education Fund (LWVEF) was established in 1957 to operate solely for educational purposes within the meaning of the Internal Revenue Code. It is a separate legal entity from the LWVUS (refer to *Historical*

Highlights: League of Women Voters Education Fund).

Leagues seeking tax-deductible contributions for an educational project can accept such donations by requesting that payment be made to the LWVEF or to a local or state League education fund, where one exists. The LWVEF is not itself a source of funds. It engages in research and educational activities and, as a service to Leagues, banks local and state League funds earmarked for educational projects, thus freeing Leagues of the legal and fiscal red tape that operation of such a fund entails. Funds deposited by Leagues are returned to the depositing League less a minimal service charge (currently 5%) once the LWVEF trustees have approved the educational project proposed by that League (refer to *Guidelines for State and Local League Use of Tax-Deductible Money*, Publication #361).

Helpful References:

The Art of Budget Building, Publication #268.

Ledger-De-Main for Local League Treasurers, Publication #248.

Budget Forms for Local or Provisional Leagues, Publication #220.

Local League Budget Item by Item, Publication #150.

Fundraising? Who? Me. Publication #441.

Guidelines for State and Local League Use of Tax-Deductible Money, Publication #361.

All About National Fundraising, Publication #262.

Public relations

You name it and it's public relations—or so it seems. Virtually everything a League undertakes has a public relations aspect: voters service, action, membership or finance drives, a new study, the election of new officers, a workshop.

In its broadest sense, public relations is the image which the League projects to its members, to the media and to the general community. No League can function in a vacuum; it needs recognition and understanding from its members, those it hopes to influence, and the public. The key is communications—making sure that when you have a message to get across it's heard, understood and has maximum impact on the intended audience.

Good public relations doesn't just happen—it takes time, planning decision-making and interaction between the involved parties. Like action, public relations stems from study—from knowing the media and how it functions; from analyzing the political forces in a community working for or against a particular issue; from taking the pulse of public opinion; and from a working knowledge of the support and resources that your League can commit to a particular project.

The public relations chairman, obviously, can't know all there is about every League activity nor does she or he have to. As a board member, she or he will have a good sense of the range of activities the League intends to undertake and the priority assigned to each item. Working with other chairmen and members of the public relations committee, she or he coordinates and fashions a program designed to carry the League's message where it does the most good.

Media relations

The League's community visibility depends, to a large extent, on how successful it is in getting stories carried by the media—radio, newspapers, television.

The media prefers to deal with one person on a regular basis. The public relations chairman should investigate media practices and needs, since she or he will be their main contact point for the League. Good contacts can mean the difference between a story being used or overlooked, so rapport with members of the press is vital. Letting the media know what the League is doing serves mutual needs: it helps the League image and provides the media with its bread and butter—stories.

Even in instances where there's no real news to report, be in touch just often enough to keep the lines of communications open—but not so often that the League becomes a bother. Let the media know that the League is a good source for comments on news, even if the League is not the newsmaker at that moment. Encourage reporters to call—being chosen to *comment on* a news event is highly beneficial to the League image and can be as important as being the one *making* news.

Getting into print or on the 6 p.m. news isn't easy—there is brisk competition for the limited amount of space or time available. Persistence and good working relationships with the press generally pay off. For more specifics on media relations see *Getting Into Print* (Publication #484) and *Breaking Into Broadcasting* (Publication #586).

Don't be afraid of controversy. The hotter the issue, the more likely you are to get coverage and media attention. If your League really believes in an issue, don't be afraid to speak out even in the face of strong and vocal opposition. Be sure of your facts, be prepared for criticism and also for the recognition and respect that attends those who have the courage to stand up for their convictions.

Community relations

Well developed community relations are an important asset for any League and, in large measure, can determine how effectively it achieves its goals. Being aware of community attitudes and keeping in touch with key officials and leaders assures that these contacts can be tapped quickly for needed information or action.

By staying in close touch with community leaders, the League lets them know more about its goals and activities than they read in newspapers or hear and see on television. Feedback from the community also sharpens thinking about a League position, activity or action strategy. It identifies both the nature of support to be built upon and the opposition to be neutralized.

The League has many images. These vary according to public or audience addressed and the League member or League activity in public view. The board of elections sees the

League helping with citizen information while the city council may regard the League as a lobbying group. It is important to identify the backgrounds, interests, needs and goals of the particular public; inventory your resources; and tailor activities and materials to fit the target group.

The general public may be unaware that an issue exists and the League may want to alert the community to a problem. In doing so, keep in mind *exactly* what the public *needs to know* on the issue. Be brief, succinct and to the point.

Encourage members to tell others about what the League is doing on an issue and to seek community support for League stands. Members can do this as part of their daily professional and social contacts, or they can be asked to make more formal effort. Does a member know the president of the chamber of commerce, a chairman of the school board, a local union official, head of the housing authority? Perhaps that member is the one to talk to the key person the League wants to reach, either alone or with a board member. Does the League have a regularly scheduled radio or television show? If so, give members a chance to prepare and present material for the show.

This kind of community outreach is an excellent vehicle for increasing member involvement and satisfaction. It offers the excitement and fun of participating in what the League is doing and promotes these goals in the community. See that members know when a special event is planned and encourage them to become involved as participants or audience. The more members promote the League's community relations, the more they will feel part of the League and take pride in it. Leagues which involve their members in reaching out to the community ultimately benefit by retaining and expanding their membership while increasing their community contacts.

Public relations and the board

Taking into account the major events or campaigns projected for the year, the board should develop an overall PR plan. The plan should be broad and flexible—some efforts will have more public relations potential than others. A major action campaign may require an in-depth PR strategy which is carried out in both short- and long-range steps over several months. Another effort may require less time and planning. In determining PR goals the board should outline the priorities and projects for the year and make some overall determination about where PR fits into these.

In a very real sense, public relations is part of each chairman's portfolio. Just as chairmen stay in touch with leaders and members about what's going on in their area, they should also keep the public relations chairman informed to facilitate PR efforts to bring about public attention at strategic points.

The public relations chairman initiates and coordinates outreach efforts. Knowledge of the media is invaluable in deciding which issues will "play" and which won't; which technique to use, i.e. an editorial, news story, letter to the editor; or whether an item or event has special television appeal. In addition to media knowledge, the PR chairman needs to have finger-tip knowledge of League resources: who would make a good spokesperson on a particular issue; who has the back-up material needed for a feature story on results of a new study; who's the member who can help get a League speaker on a particular organization's program?

In political campaign terminology, the public relations chairman is the League's "advance person." She/he has been there *before*—making the contacts that will enhance the League's visibility and image in the community.

Annual meeting/ convention

Whether it's the local League's annual meeting or the ILO, state or national convention, this is the meeting that gives members a chance, either in person or through delegate representation, to:

- elect officers
- adopt program
- adopt a budget
- consider and vote on proposed bylaws amendments

It is also a time to review accomplishments of the past year or biennium and to recognize special individual and group efforts. Member participation is the key to a successful annual meeting or convention. Through careful timing, planning and coordination, the board can encourage member involvement and help to make the annual meeting or convention one of the most productive and exciting meetings of the League year.

These meetings should be scheduled at a time when most members can attend. Many local Leagues are beginning to plan their annual meetings on Saturdays or on a weekday evening because of the increasing number of employed and student members. State Leagues are more often arranging for part of the convention to overlap the weekend for the same reasons. Review member and board comments, criticisms and suggestions regarding previous annual meetings and conventions. Would members prefer a different time or place? Babysitting arrangements? Different meal arrangements? Free parking? Shorter meetings?

Provide time at the annual meeting or convention to take pride in past accomplishments and to renew interest in future League activities. Displays and use of audio-visual techniques can be effective and interesting ways to present proposed program and other sections of the agenda. An interesting speaker on a hot issue can spark member attendance. Use your imagination and involve as many members as possible in the plans and arrangements for this special event.

Planning and Organizing

Preparation is a year-round responsibility. Local Leagues should consult with their state League for helpful suggestions and published material. The following checklist includes some elements that the entire board should be aware of and consider as it plans for this important event.

Early in the League year—6-8 months before the meeting date

- ✓ Appoint members of nominating committee (refer to bylaws)
- ✓ Appoint bylaws committee chairman
- ✓ Select a chairman to coordinate arrangements and activities
- ✓ Organize other committees as needed; for example, a rules committee, if your League requires this, and a chairman and/or committee to stimulate suggestions for program, etc. . . .

Supply all committees with needed materials for their work and encourage as much member input into the considerations of these committees as possible (e.g., frequent notifications for suggestions at units and other meetings plus reminders for ideas and comments in the bulletin or state Voter). Some Leagues print and distribute forms to members requesting suggestions for nominations, bylaws and program. Use a variety of ways to find out what your members would like.

4 months before

- ✓ Allot board time for discussion of meeting plans, which by this time should be materializing. Full board input is most valuable at this early stage. Board members by now will have made some concrete suggestions regarding the next year's budget, possible program developments and bylaw amendments needing consideration.
- ✓ Arrange for an audit of treasurer's books. The date of the meeting often coincides with

the end of the League's fiscal year and if possible an audited treasurer's report should be presented to members.

- ✓ Include brief reminders in the bulletin or Voter about the date and time early, even though all arrangements for the meeting may not be complete.
- ✓ Coordinate plans for the publication of member materials needed. Check your bylaws for notification date and deadlines, both for receiving suggestions from members and for sending information on budget, bylaws, nominations and program suggestions. Most Leagues print booklets or a special edition of the bulletin or Voter at least one month before the announced date.
- ✓ Arrange for a parliamentarian to assist at the meeting.
- ✓ Local Leagues should submit local bylaws proposals to the state League and state Leagues should submit state bylaws proposals to the LWVUS for review before sending to the membership. It is helpful to send a copy of the present bylaws plus an explanation of proposed bylaw amendments to facilitate the review.

1-2 months before

- ✓ Get final approval of all proposed bylaws changes from the state League or LWVUS, as appropriate.
- ✓ Discuss in full board session the final agenda before it is sent to members.
- ✓ Print and send to members information on proposed slate of officers and directors, proposed program, proposed budget and proposed amendments to bylaws.

Immediately after the meeting

- ✓ Board meets to appoint directors to board in accordance with bylaws.
- ✓ Local and state Leagues and ILOs notify LWVUS of: changes in names and addresses of president and treasurer; adopted budget; adopted program; bylaws changes. Forms are usually sent to Leagues in the spring requesting this information. In addition, state Leagues send a complete list of the names and addresses of all board members to LWVUS. Local Leagues and ILOs send similar information to the state League.
- ✓ Board reviews minutes of the meeting while events are still fresh. The members will give final approval of the minutes at the next annual meeting or convention.
- ✓ Board evaluates the meeting to see what went well and what could be improved in the future.

A Few Words About Delegate Preparation for State and National Conventions

Participating as a delegate in state and national conventions is a rewarding and exciting experience. Besides being forums for important decision-making, these meetings provide the opportunity for members to gain a fuller insight into the League as a whole and to experience both the diversity and unity of the League as they meet, talk and exchange ideas with members from other areas of the state or country.

Delegates to these meetings take part in major decisions affecting the League's goals and operations and should take seriously the obligation to be "informed but uninstructed." Preparation should involve:

- ✓ Becoming familiar with convention handbook(s) and materials sent from state or national. These publications contain important background information on decisions which will be made and delegates should allow ample time to read these materials carefully.
- ✓ Learning elementary parliamentary procedure methods (including language and techniques) which will enable the delegate to participate to the fullest extent in discussions and floor debate and to make motions for convention consideration.
- ✓ Participating in orientation sessions geared to brief delegates on methods and procedures. Many state and local Leagues design and conduct these sessions in preparation for convention attendance.
- ✓ Becoming aware of how members in your League feel about the issues and items to be discussed and decided upon at convention. Though delegates are "uninstructed," this does not preclude the obligation of delegates to find out how other members view convention proposals.

The nominating committee/ criteria for leaders

Leadership largely determines the effectiveness of the League. While all board members identify leaders, the nominating committee selects nominees for officers, directors and new members of the succeeding nominating committee, to present to the members at the annual meeting or to delegates to ILO and state conventions for election.

The task of the nominating committee

The assignment of the nominating committee is a crucial one for the future of the League. Scouting for leadership in the League is the year-round responsibility of this committee; so, too, is the job of making sure that prospective leaders understand the duties and responsibilities of the jobs they are asked to fill. More than once, unhappy officeholders have been asked to serve on a board while being told that it entailed little work! All leadership spots call for special talents and carry considerable responsibilities. Only carefully selected and briefed members should be placed on the slate.

In spotting leaders, remember that you are looking for people who can grow with the job, not necessarily those who already know all there is to know. Experience in a particular portfolio is not necessarily a prerequisite for service on the board; the ability to transfer skills learned in one job to another and to continue to grow and learn are. Think about the things you look for in a leader. You may be surprised how many of them are intangible qualities as compared with specific knowledge. You want people who can assume—and also delegate—responsibility, who can inspire others to follow, who have a sense of perspective and a sense of humor, who are imaginative and creative and flexible.

The nominating committee needs to understand the requirements of positions to be filled, but more important, it must recognize that a League board is a working board, reflective of and responsible to the members. Board membership is not an “honorary” position. Although it is an honor to be on the board, it is not a reward for years of service.

Remember that there are various ways of handling the work of the board. A president, for instance, may share responsibilities with the vice president(s). Many members are employed in full-time paying jobs, are doing course work at schools and colleges, or have heavy home responsibilities. Potential board members should feel free to find alternative ways of handling most League jobs. Attendance at board meetings is a commitment all board members must make, but the meeting can and should be scheduled to fit the convenience of the particular board. Don't say that a portfolio will not require much work and can be handled with minimal effort, but don't erect barriers where none need exist either.

Service on the nominating committee is one of the most important posts a member can fill in the League. Usually, the committee chairman and some of its members are elected at the annual meeting (or by delegates to ILO and state conventions); additional members may be appointed by the board of directors early in the League year (see local and state League and ILO bylaws for numbers and methods). Members of the committee are chosen because of their special ability to analyze people and suggest them for jobs they will enjoy and through which they can be of service to the League. A nominating committee member also needs imagination, good judgment, a thorough understanding of League and how it operates, and enough time to do the job thoughtfully.

The committee's first meeting

At the first meeting, which should come early in the League year, discuss the above and have the following information available for the committee:

- ✓ League bylaws (local, state or ILO) to see which offices need to be filled, how many directors will be elected, and the deadline for presenting a slate to members;
- ✓ an up-to-date membership list and any file that lists interests, training and experience of members, with one copy for each member of the committee;
- ✓ a copy of *In League-Guidelines for League Boards*, pub. #275 for each member of the committee;
- ✓ any other specific published material that might be helpful (for example, job descriptions, a copy of the League's nonpartisan political policy; etc.).

Before dealing with specific names, set guidelines for operation. *Committee discussions and decisions must be confidential.* It is crucial to the work of the committee that everyone understand that the *entire* conversation of the committee should remain secret. Otherwise, you cannot have an honest discussion of the talents and handicaps of prospective nominees.

Once the committee has agreed on a particular nominee, discuss the best way to ask that person to serve. Often the chairman is the one who makes the overtures, but sometimes another member of the committee may go along to back up the invitation and encourage acceptance.

Divide responsibility for attending units, resource committee meetings, workshops and other League activities to identify possible nominees. The chairman and perhaps other members of the committee attend several meetings of the current board to get a better idea of how the board operates and to evaluate members currently serving. Don't overlook the possibility of finding potential leaders from among members who may not always attend units and general meetings regularly, but may be making a vital contribution to the League in areas such as the lobby corps, observer corps, the finance committee, or any other program or activity of the League.

Don't overlook some of the more obvious helps in identifying leaders. Invite suggestions from the members through the bulletin, at meetings, by phone. Consult outgoing presidents, officers, directors for suggestions of people who have done outstanding jobs or who show promise. Ask current committee chairmen for names of people of ability.

Get an early start so you don't have to do a hurry-up job to meet the deadline.

Successive meetings

When the committee meets to propose names, keep in mind several factors:

- ✓ Remember that the board will have to work together harmoniously as a team, the abilities of one member supplementing and complementing those of others. Full board discussion and decision precede any League activity, and board members are responsible for all board decisions.
- ✓ Each board member has an assignment. The functions of the president, secretary and treasurer are defined in the bylaws. The vice president(s) may be given additional specific assignments when the board organizes. The nominating committee does not ask nominees to take specific jobs; portfolios are decided when the board organizes. However, the nominating committee keeps in mind the skills and abilities needed by the board when making selections. This allows the newly elected board the flexibility needed to develop a well-balanced, integrated group.
- ✓ Individuals who may have a problem with the League's nonpartisan political policy will be considered with special care; the same is true of individuals publicly identified with a special cause.
- ✓ Try for a balance between new board members and experienced ones. Avoid "permanent" board members. Bring in some candidates who have never been on the board before. Experienced leaders can continue to serve the League in many off-board positions. There is no automatic succession in the League nor a need to rely on already overworked leadership. The continued use of recognized leaders may blind us to new leadership that should be tapped, and it is a fortunate nominating committee that can bring several new, creative people to the board.
- ✓ Try to see that different geographic areas of the community are represented on the board, without sacrificing the goal of getting the best person for the job.
- ✓ Don't overlook the leadership that members develop in other organizations or in paid jobs. Be alert to tap into those kinds of experiences.

Completing the slate

Select a slate composed of people who have given their consent to the nomination after clear explanations of the purpose and policies of the League, including:

- ✓ a fair description of the job, with an estimate of the time needed to do it, the tools and training that will be available and the help available, including reimbursement for out-of-pocket expenses;
- ✓ the nature and importance of overall board planning, decisions and evaluation;

- ✓ the nonpartisan political policy of the League.

If a prospective nominee turns down an invitation to be on the slate, the nominating committee may not always have to take the "no" as final. The committee will want to evaluate the quality of the refusal. Did it rest on an unchangeable circumstance, or could things be arranged differently? Is time a factor that might be adjusted? Before approaching a second list of candidates, make very sure you have been as persuasive as possible with your first choices.

When a nominating committee is unsuccessful in finding a nominee for president, it can expect the board to help, either by making it possible for one of its members to accept the nomination, or by agreeing to reorganize so that a prospective nominee can delegate some of the work usually associated with the president's role. Also don't overlook the fact that each president tries to cultivate one or two possible successors.

The committee meets again (it is not good policy to consult via telephone and ask for agreement) if another whole group of names must be considered. The entire committee then decides on the new choices. It is at this point that the committee wants to avoid the appearance of desperation and to make its choices carefully.

So you think you're done!

Once the nominating committee has developed a slate, it heaves a sigh of relief, but there are still other things the committee can do:

- ✓ Turn over to the incoming president the names of people who might be considered for appointment, with information about their qualifications.
- ✓ Be prepared to suggest names of prospects to fill board vacancies, in response to a request from the board. The nominating committee can perform a needed year-round service in an advisory capacity to the board on personnel problems—to fill openings caused by resignations or for short-term appointments for special projects.
- ✓ Hand on to the next committee a file of information on potential leaders for the future.

Publications

Publications are not only one of the League's principal "products," they are also a major tool for carrying out League goals—the goals of informing members and others on major issues, of encouraging citizens to be involved in the political process and of persuading citizens to support League positions. They can also be an excellent source of income.

Within the League, publications help members achieve the level of information and participation that we hope for in the wider community. Not coincidentally, publications costs are also a significant chunk of most League budgets. Because publications are an indispensable, unifying force within the League and a large component of the League's community relations efforts, they merit total board attention, *from planning to distribution of the last copy*. At its inception, a publication shouldn't be left to its parent committee, with mere *pro forma* board approval. And it should not be just the job of the PR chairman or the publications chairman or the sponsoring chairman to promote and sell it after it's off the press.

Before You Publish

Every committee that proposes a publication should have asked itself some hard questions—and the board should ask for their answers.

- ☐ Shorn of its sales pitch, has the committee written a succinct statement of the aim of the publication? If not, why not? Is there a lack of focus? Lack of agreement? Glossing over disagreement at this stage leads to trouble later.
- ☐ Has the committee put on paper the intended readership? Leaders only? League leaders only? League members? Other knowledgeable citizens? The lay public, without any specialized interest?
- ☐ How does the committee plan to match the aim of the publication with the intended readers? What process does the committee propose to assure a match (for example, a preliminary session with minority leaders and welfare rights groups, if you are proposing a flyer on how to get food stamps)?
- ☐ What specific plans have been made to get the publication to its intended readers? This is not a premature question. The League may have more boxes of unused publications than any organization of its size in the country, because its tendency is to ask only—"Is this publication going to offer sound, unbiased information that people ought to want?" Instead it should develop a plan for distribution—a sales plan, a give-away plan, or a creative appropriate mixture.
- ☐ Does the committee have a fairly clear image of the physical form of the publication? For example, a 6-panel flyer with few words and bold design for that food-stamp publication; or perhaps a tabloid-size sheet that could run first in the local paper and then be given out door-to-door.
- ☐ Are time and money budgets reasonable? Most schedules for publishing are wildly optimistic. If a publication is tied to an absolute deadline (an election, a conference, a constitutional convention), take a hard look.

All in all, is there a need for the publication? Will the proposed pub meet that need? Now and then, the answer to one or the other of those questions is "no" and the board should be prepared to say so, when it will be to everyone's benefit.

During the Writing/Publishing Process

It's not easy to stay in the middle ground between a *laissez-faire* policy and so much second-guessing that all life and spirit disappear from the publication and from the volunteer committee, too. The board should delineate its check-point system and get a clear outline of the proposing committee's quality control system, as research and writing begin.

Most Leagues have a well-defined internal screening system for major publications, such as pre-agreement FACTS AND ISSUES (F & Is), but every publication should have an appropriate review process. One point to verify in every proposal: does the reading group include non-League people—subject experts and some "consumers" of the publication? Is the committee going to ask someone who really wants to know how to get and use food stamps to review the draft of that food stamp flyer? If the publication is intended for use by

a coalition, when does the committee plan to get comments? If you hope that a pamphlet on local government will be utilized by schools in your area, consider using social studies teachers, department administrators and perhaps some students on the committee's reading group. In the process, you will be cultivating your future market. Moreover, outside readers help you screen out League in-house jargon wherever it is not essential to your goal.

If a project requires more than one person's effort, and most do, then be sure that the working group itself has agreed on roles and responsibilities. A footnote: the person who knows most about a subject is not necessarily the best writer on that subject.

It's a legitimate board function to review progress and to review the validity of earlier decisions. Needs change. League and community circumstances change—writing schedules slip away. Be willing to say "stop" if you need to.

After Publication Putting publications to work, whether they're local, regional, state or national publications, is a "total board responsibility." It's not just the public relations chairman's job or the publication chairman's or the resource committee's. The board should review, together, the place of publications in every League effort and activity. Besides needing all the help you can get in carrying out League goals, pub sales income is part of every League budget at each level. It could be a much larger part than it now is—an enticing thought, since these sales often constitute "outside" money.

Some Hints on Building Pub Sales

- ✓ The whole board should know enough about the full range of League publications to be able to function well as "sales reps." "Enough" means enough to refer, to suggest, to pick up your ears at a coalition meeting, to respond to clues on a fundraising call. Publications can be a money-making asset and the board should do everything possible to develop a knowledgeable sales pitch for League pubs.
- ✓ Build up and integrate the job of publications chairman—integrate it into your whole public relations effort; into your more broadly defined citizen information/voters service work; into program efforts, etc.
- ✓ Work at conducting a multi-level community information program. Examples: Leagues bought hundreds of FACTS AND ISSUES on Congress during the course of the national study, but almost no League has bought so much as one copy since the League adopted its position, and it's a common story. Yet there is a big job of community education left to do; otherwise, congressional reform would be complete! Though your League may be concentrating on lobbying for reform rather than on educating about the need for reform . . . though *within* the League you may have shifted to other issues for study, your efforts to inform citizens need to continue. To put it the other way around, publications offer perhaps your best means of keeping alive the community education process on issues that are still part of the League's, and the community's, unfinished business. In short, just because the League know the facts about a government issue and knows what it wants to change, don't deprive the rest of the community of a chance to go through the same learning and decision-making process.
- ✓ Don't wear blinders. If you are a chairman for one of the program issues, don't assume that you can get help only from publications that are branded with your portfolio label. Good ideas don't stay so neatly pigeonholed. You can pick up action tips from a COMMUNITY GUIDE on congressional reform, even though your job may be labeled Human Resources. You can scan an ERA campaign kit for lobbying and PR ideas, even though you are going to bat on a state land use bill. You can mine citizen-effectiveness publications for ideas—and "sell" them to others—whatever your program portfolio. In this way, the League record on transfer of skills and tools, which is beginning to improve, can be better still.

Bulletin/Voter

The local League bulletin and state League Voter are often the major ways of communicating directly with the individual member. Because of this, it is another vital area calling for total board cooperation and attention. The board does not produce these publications, but it is responsible for overall plans relating to the content and, to an extent, the format, and for setting publication deadlines. In addition, board members should provide the editor with relevant League news of interest to members.

Content:

What is the purpose of the bulletin/Voter? Generally speaking these are "in-house" organs designed to inform members. Some Leagues circulate bulletins and Voters to selected legislators, while others send them to certain donors. However, it is probably best to limit their distribution to members—there are more appropriate and direct ways to inform legislators about League concerns (subject publications, letters, personal visits, interviews) and to service financial contributors (e.g., with selected League publications of special interest to them).

The bulletin/Voter being "every-member" pieces can set the tone for your League. If they are to the point, interestingly written and attractively printed, they can spark member interest in League activities and keep members informed about a variety of League activities. Does the League have a priority? This can be used as a theme for the entire issue through captions, articles and art work. It is a good idea to set aside space for League highlights—League successes, kudos for jobs well done, recognition of achievements of individual League members.

Utilize the bulletin/Voter as more than a calendar or factsheet. Include information on a variety of League activities: program, upcoming meetings, planned activities and brief "catch-up" descriptions of events that members may have missed.

Bring members up-to-date on prior studies or new developments on issues on which agreement has been reached. Use them as tools in the decision-making process by including indepth information on a particular issue, questions for members to consider and tear-off questionnaires or polls. Give continuing progress reports on program—action being taken and the results.

You can also use them as a forum for communication between members and the board. Some Leagues include a president's column which passes on important information directly to members. Other members of the board could have a feature column on a rotating basis to describe what is happening in their respective portfolios. A "letter to the editor" feature is a good way to let members know the board wants their comments and will try to answer their questions. A final word on content—someone should be assigned to check the bulletin/Voter for accuracy, particularly as regards League policy and operating methods, before it is circulated.

Format:

An attractively designed publication is more likely to be read than one that is poorly laid out. First and foremost, make sure it is legible—that the type shows clearly on the page. Is mimeographing the only option? Seek bids for other printing processes and ask whether a printer or duplicating company will donate services or offer them at a reduced rate. Allow for white space between paragraphs and articles and in the margins so that the eye is not overwhelmed by "print" while the content goes unread.

Use graphics—cartoons, symbols, charts—that can be developed by a talented Leaguer or by using inexpensive, readily-available aids found in most art supply stores. All of these tips can help the League come up with an attractive, information-packed vehicle that will reach and be read by all members.

What sustains reader interest?

- ☐ *Attractive front page, including the nameplate.* Give enough information to locate the League—LWV name and state, office address, date. The names and addresses of president, membership chairman, editor are often included by Leagues.
- ☐ *Good design.* Utilize artwork and white space and choose a reproduction method which produces clear, clean copies.
- ☐ *Easy-to-find information.* For example, a calendar. Place it so it's easy to locate—either it's the same page every issue or a table of contents indicates page. Use colored

paper to identify different activities—program information, action roundup, general information. Avoid overcrowding—the reader is more likely to assimilate information which is easy to read.

☐ *News of current League activities.* To-the-point information on timely and relevant topics.

☐ *A positive attitude.* Not "Only 10 to 50 members showed up," but "Ten of our local Leaguers had the pleasure of asking all the questions they wanted when . . ." Not "Why doesn't anyone sign up for committees?," but a succinct, interest-catching statement about what the committee will do, with an invitation to members to join in. This may require rewriting on the part of the editor, but the effect it will have on the bulletin/Voter and the League should be well worth the effort.

Try to include the League's initials, state, month and year (e.g., LWVJ, Miss. 3/75=LWV of Jackson, Mississippi, March 1975) on *every page* of the bulletin. Many readers—local, state and national—pull the bulletin apart to pass ideas around, and it's helpful to find this information on each page for easy identification of the League.

Financing the bulletin/Voter:

Some Leagues have gotten community support in picking up publication costs. Two of the most popular and profitable methods are to sell ads or to have all or part of the printing costs donated. Some Leagues get a contribution to fund costs of one issue. It may be worth the time to explore these or other methods in your community.

Distribution:

Members receive the bulletin/Voter from the local and state Leagues to which they belong. In addition, copies are sent to state and national offices, to board members designated by their respective boards and to other Leagues as appropriate. Consult your most recent information regarding the various mailings for your particular League and make sure this information is current. The LWVUS and most state Leagues send out annual checklists containing information on their distribution needs.

Sec. 3. Report of the Nominating Committee and Nominations from Floor. The report of the nominating committee of its nominations for officers, directors, and the chairman and three members of the succeeding nominating committee shall be sent to local and state Leagues two months before date of the Convention. The report of the nominating committee shall be presented to the Convention on the first day of the Convention. Immediately following the presentation of this report, nominations may be made from the floor provided the consent of the nominee shall have been secured.

Sec. 4. Election. The election shall be in the charge of an election committee appointed by the President on the first day of the Convention. The election shall be by ballot. A majority vote shall constitute an election.

ARTICLE XII

Principles

Sec. 1. Principles. The Principles shall consist of concepts of government supported by the League as a whole. The Principles shall constitute the authorization for adoption of national, state, and local Program.

Sec. 2. Amendments. The Principles may be amended by the Convention. The procedures for amendment shall be those hereinafter provided in the Program Article. (Subsections (a), (b), and (c) of Sec. 2, Article XIII.)

ARTICLE XIII

Program

Sec. 1. Program. The Program of the League of Women Voters shall consist of (a) action to implement the Principles, and (b) those governmental issues chosen for concerted study and action.

Sec. 2. Program Selection. The Convention shall select the governmental issues for concerted study and action using the following procedures:

- (a) Local and state League boards may make recommendations to the Board of Directors at least three months prior to the Convention.
- (b) The Board of Directors shall consider the recommendations and formulate a proposed Program which shall be submitted to the local and state League boards at least six weeks prior to the Convention.
- (c) Any recommendation for the Program submitted to the Board of Directors at least three months prior to the Convention, but not proposed by the Board, may be adopted by the Convention provided consideration is ordered by a majority vote and the vote on adoption comes on a following day. Adoption of any Program subject requires a majority vote.

Sec. 3. Council Program Consideration. The Council may change the Program as provided in Article X.

Sec. 4. Member Action. Members may act in the name of the League of Women Voters of the United States only when authorized to do so by the proper Board.

Sec. 5. State and Local League and Inter League Organization Action. State and local Leagues and inter League organizations may act only in conformity with, or not contrary to, the position taken by the LWVUS.

ARTICLE XIV

Financial Administration

Sec. 1. Fiscal Year. The fiscal year of the League of Women Voters of the United States shall commence on the first day of April of each year.

Sec. 2. Financial Support. (a) Financial responsibility for the work of the League of Women Voters as a whole shall be assumed annually by the local Leagues. (b) Members who are enrolled in local Leagues shall pay annual dues to the local League. Each local League shall make a per member payment directly to the League of Women Voters of the United States, the amount of such payment to be determined by the Convention by a three-fifths vote of those present and voting. Additional support for state and national Leagues shall be determined at state convention or council. Each state League shall make a per member payment to the League of Women Voters of the United States for members-at-large.

Sec. 3. The Budget. The board shall submit to the Convention or Council for adoption a budget for the ensuing year. A copy of the budget shall be sent to each local and state League at least two months in advance of the Convention or Council.

Sec. 4. Distribution of Funds on Dissolution. In the event of a dissolution, for any cause, of the League of Women Voters of the United States, all moneys, securities, and property of whatsoever nature, whether real, personal, or mixed, which the League of Women Voters of the United States has received or acquired by gift, bequest, devise, or otherwise, as well as all unexpended income from said moneys or property, and any other funds, moneys, securities, and property of whatsoever nature, whether real, personal, or mixed, which may at the time be owned by or under the absolute control of the League of Women Voters of the United States shall be disposed of by any officer or employee of the corporation having possession of same, to such person, organization, or corporation, for such public, charitable, or educational uses and purposes as may be designated by the Board of Directors of the League of Women Voters of the United States; the designation of person, organization, or corporation and of use and purpose to be in the absolute discretion of said Board.

ARTICLE XV

Parliamentary Authority

Sec. 1. Parliamentary Authority. The rules contained in Robert's Rules of Order Newly Revised shall govern the corporation in all cases to which they are applicable and in which they are not inconsistent with these Bylaws.

ARTICLE XVI

Amendments

Sec. 1. Amendments. These Bylaws may be amended at any Convention by a two-thirds vote using the following procedures:

- (a) Proposals for change shall be submitted by local and state League boards to the Board of Directors at least three months prior to Convention.
- (b) All such proposed amendments together with the recommendations of the Board shall be sent by the Board to the presidents of local and state Leagues at least six weeks prior to the Convention.
- (c) The presidents of the local Leagues shall notify the members of their respective Leagues of the proposed amendments. The failure of a League president to give such notice or failure of any member to receive such notice shall not invalidate the amendments to the Bylaws.

BYLAWS

OF THE

LEAGUE OF WOMEN VOTERS OF THE UNITED STATES

Certificate of Incorporation

As Amended May 3, 1946

We, the undersigned, all citizens of the United States and a majority of whom are residents of the District of Columbia, desiring to form a body politic and corporate for the purposes herein set forth, under the provisions of Sub Chapter Three of Chapter Eighteen of the Code of Laws for the District of Columbia, do hereby certify as follows:

1. The name of this corporation shall be League of Women Voters of the United States.
2. The term of existence of this corporation shall be perpetual.
3. The business and objects of the corporation shall be to promote political responsibility through informed and active participation of citizens in government; to render such other services in the interest of education in citizenship as may be possible; and to do every act appropriate or necessary to carry out any of the foregoing objects. The corporation shall not support or oppose any political party or candidate.
4. The number of its managers who shall direct its affairs for the first year of its existence shall be thirteen.

IN WITNESS WHEREOF, we have hereunto set our hands, this 15th day of September, A. D. 1923, in the city of Washington, D. C.

Filed: September 24, 1923
Recorded: Liber 39, folio 146
District of Columbia

MAUD WOOD PARK,
ELIZABETH EASTMAN,
LAURA C. WILLIAMS.

As Adopted by the Seventeenth Convention, May 1, 1946
and as amended by the

Eighteenth Convention,	April 30, 1948	Twenty-fifth Convention,	May 3, 1962
Nineteenth Convention,	April 24, 1950	Twenty-sixth Convention,	April 23, 1964
Twentieth Convention,	April 28, 1952	Twenty-seventh Convention,	May 3-4, 1966
Twenty-first Convention,	April 26, 1954	Twenty-eighth Convention,	April 29-May 3, 1968
Twenty-second Convention,	April 30, 1956	Twenty-ninth Convention,	May 5-6, 1970
Twenty-fourth Convention,	April 29, 1960	Thirtieth Convention,	May 1-5, 1972
Thirty-first Convention,			May 6-10, 1974

ARTICLE I

Name and Office

Sec. 1. Name. The name of this corporation shall be League of Women Voters of the United States.

Sec. 2. Principal Office. The principal office of the League of Women Voters of the United States shall be in the city of Washington, D. C. or at such other place as the Board of Directors shall determine.

ARTICLE II

Purpose and Policy

Sec. 1. Purpose. The purpose of the League of Women Voters of the United States shall be to promote political responsibility through informed and active participation of citizens in government.

Sec. 2. Policy. The League may take action on governmental measures and policies in the public interest. It shall not support or oppose any political party or any candidate.

ARTICLE III

Membership

Sec. 1. Eligibility. Any person who subscribes to the purpose and policy of the League shall be eligible for membership.

Sec. 2. Types of Membership. The membership of the League shall be composed of voting members, associate members, and members-at-large.

- (a) Voting members shall be those citizens at least 18 years of age who are enrolled in recognized local Leagues.
- (b) Associate members shall be all other members who are enrolled in recognized local Leagues.

- (c) Members-at-large shall be members who reside outside the area of, and are not enrolled in, any local League. Such members shall pay annual dues to the state * League if one has been recognized in the state where they reside. Otherwise such members shall pay annual dues to the national Treasurer.

* See Article V, Sec. 1.

ARTICLE IV

Local Leagues and Inter League Organizations

Sec. 1. Local Leagues.

- (a) Members shall be organized into local Leagues in order to promote the purpose of the League and to take action on local governmental matters.
- (b) Local Leagues shall be organized in conformity with recognition standards formulated by the Board of Directors and adopted by the Convention. The Board of Directors is authorized to recognize local Leagues conforming to such standards. Only one local League in each community, as defined by the Board of Directors, shall be recognized.



Sec. 2. Inter League Organizations

- (a) Members enrolled in local Leagues may create inter League organizations in order to promote the purpose of the League and to take action on county, metropolitan or regional governmental matters of common concern.
- (b) Inter League organizations shall be organized in conformity with recognition standards formulated by the Board of Directors and adopted by the Convention. The Board of Directors is authorized to recognize inter League organizations conforming to such standards.

ARTICLE V State Leagues

Sec. 1. State, Territorial, and Commonwealth Leagues. Wherever the term state League appears in these Bylaws the provision applies equally to territorial and commonwealth Leagues.

Sec. 2. Purpose. Members shall be organized into state Leagues for the state in which they reside in order to promote the purpose of the League and to take action on state governmental matters.

Sec. 3. Recognition. State Leagues shall be organized in conformity with recognition standards formulated by the Board of Directors and adopted by the Convention. The Board of Directors is authorized to recognize state Leagues conforming to such standards.

Sec. 4. Responsibility. A state League shall accept the responsibility delegated to it by the Board of Directors for: (a) organization and development of local Leagues; (b) guidance of inter League organizations; (c) promotion of League Program; (d) promotion in local Leagues of finance programs requisite to further the work of the League as a whole; and (e) transmission of funds towards support of an adequate national budget.

ARTICLE VI Withdrawal of Recognition

Sec. 1. Procedure. The Board of Directors may withdraw recognition from any state or local League or any inter League organization for recurrent failure to conform to the recognition standards applicable. Recognition shall be withdrawn only after investigation of the situation by the Board and such action shall require a three-fourths vote of the Board. Withdrawal of recognition shall become effective immediately upon the decision by the Board. The League or inter League organization from which recognition has been withdrawn shall have an opportunity to be heard by a committee of the Board of Directors.

Sec. 2. Disposition of Funds. All funds held by state Leagues from which recognition has been withdrawn shall be paid to the League of Women Voters of the United States. All funds held by a local League from which recognition has been withdrawn shall be paid to the League of Women Voters of the state in which the local League was organized. If there is no state League, the funds shall be paid to the League of Women Voters of the United States. All funds held by an inter League organization from which recognition has been withdrawn shall be prorated among Leagues responsible for funding the inter League organization.

Sec. 3. Appeal. A state or local League or inter League organization from which the Board has voted to withdraw recognition may appeal the Board's decision to the next Convention by filing a written request signed by a majority of the members of the state or local League Board or Board of the inter League organization. The Convention may by a majority vote decide to hear the appeal. If it decides to hear the appeal, the Convention shall establish its own procedure for such a hearing. Convention decision on the appeal shall be by majority vote.

ARTICLE VII

Officers

Sec. 1. Enumeration and Election of Officers. The officers of the LWVUS shall be a President, a first Vice-President, a second Vice-President, a Secretary, and a Treasurer. These officers shall be elected by the Convention and shall hold office until the close of the next regular biennial Convention or until their successors have been elected and qualified. (Effective 1976 Convention)

Sec. 2. The President. The President shall preside at all meetings of the organization and of the Board of Directors unless she shall designate some one to preside in her stead. She may, in the absence or disability of the Treasurer, sign or endorse checks, drafts and notes. She shall be, ex officio, a member of all committees except the nominating committee. She shall have such usual powers of supervision and management as may pertain to the office of the President and perform such other duties as may be designated by the Board.

Sec. 3. The Vice-Presidents. The two Vice-Presidents, in order of their rank, shall, in the event of absence, disability, resignation, or death of the President, possess all the powers and perform all the duties of that office. In the event that neither Vice-President is able to serve in this capacity the Board of Directors shall elect one of its elected members to fill the vacancy. The Vice-Presidents shall perform such other duties as the President and the Board may designate. (Effective 1976 Convention)

Sec. 4. The Secretary. The Secretary shall keep minutes of the Conventions and Councils of the League and of the meetings of the Board of Directors. She shall notify all officers and directors of their election. She shall sign, with the President, all contracts and other instruments when so authorized by the Board, and shall perform such other duties as may be incident to her office.

Sec. 5. The Treasurer. The Treasurer, or her duly appointed assistant, shall collect and receive all moneys due. She shall be custodian of these moneys, shall deposit them in a bank or banks designated by the Board of Directors, and shall disburse them upon order of the Board of Directors. She shall present periodic statements to the Board at its regular meetings and an annual report to the Convention or Council. The books of the Treasurer shall be audited annually by a certified public accountant.

Sec. 6. Transfers of Property. Any two of the following officers, the President, the Vice-Presidents, and the Treasurer, shall have authority to assign, endorse, transfer and deliver, in the name and in behalf of the League of Women Voters of the United States, any certificate of stock, bond, note, or other security or property belonging to the League. The Secretary and the Treasurer shall each have authority to affix and attest the seal of the League to any agreement, assignment, or other document executed by any officer of the League pursuant to authority granted by these Bylaws or by action of the Board of Directors.

ARTICLE VIII Board of Directors

Sec. 1. Number, Selection and Term of Office. The Board of Directors shall consist of the officers of the League, eight elected directors and not more than eight appointed directors. The elected directors shall be elected by the Convention and shall serve until the close of the next regular biennial Convention or until their successors have been elected and qualified. The elected members shall appoint such additional directors, not exceeding eight as they deem necessary to carry on the work of the League. The terms of office of the appointed directors shall expire concurrently with the terms of office of the elected directors.

Sec. 2. Qualifications. No person shall be elected or appointed or shall continue to serve as an officer or director of this corporation unless she is a voting member of the League of Women Voters of the United States.

Sec. 3. Vacancies. Any vacancy occurring in the Board of Directors other than the President may be filled until the next Convention by a majority vote of the remaining members of the Board.

Sec. 4. Powers. The Board of Directors shall have full charge of the property and business of the corporation, with full power and authority to manage and conduct same subject to the instructions of the Convention. The Board shall create and designate such special committees as it may deem necessary. Upon recognition of a state League, the Board of Directors shall delegate to such state League the power to promote the work of the League of Women Voters within the state.

Sec. 5. Regular Meetings. There shall be at least three regular meetings of the Board of Directors annually which may be held at any time at the call of the President. The President shall notify each member of the Board of Directors of all regular meetings by mailing notice thereof to each member's last known post office address, at least one month before any such meeting, giving the time and the place of the meeting. No action taken at any regular Board meeting attended by three fourths of the members of the Board shall be invalidated because of the failure of any member or members of the Board to receive any notice properly sent or because of any irregularity in any notice actually received.

Sec. 6. Special Meetings. The President may call special meetings of the Board of Directors and shall call a special meeting upon the written request of five members of the Board. Members of the Board shall be notified of the time and place of special meetings by telegram or letter sent at least six days prior to such meeting, provided, however, that during a Convention the President may, or upon the request of five members of the Board shall, call a special meeting of the Board by handing the members of the Board a written notice of the time and place of said meeting.

Sec. 7. Quorum. A majority of the members of the Board of Directors shall constitute a quorum.

ARTICLE IX Convention

Sec. 1. Place, Date, and Call. A Convention of the League of Women Voters of the United States shall be held biennially at a time and place determined by the Board of Directors. The president shall send a first call for the Convention to the presidents of local and state Leagues and inter League organizations at least eight months prior to the opening date of the Convention fixed in said call. Thereafter the Board of Directors may advance or postpone the opening date of the Convention by not more than two weeks. A final call for the Convention shall be sent by the president to the presidents of local and state Leagues and inter League organizations.

Sec. 2. Composition. The Convention shall consist of: (a) the delegates chosen by the members through the local Leagues in the number provided in Section 4 of this Article; (b) three delegates chosen by the board of each state League; (c) the members of the Board of Directors of the League of Women Voters of the United States; and (d) one delegate chosen by the board of each recognized inter League organization.

Sec. 3. Qualifications of Delegates; Voting Procedures. Each delegate shall be a voting member of the League of Women Voters of the United States. Each delegate shall be entitled to one vote only at the Convention even though the delegate may be attending in two or more capacities. Absentee or proxy voting shall not be permitted. The Convention shall be the sole judge of whether a delegate is qualified to vote.

Sec. 4. Representation. The members of the League of Women Voters of the United States who are organized into local Leagues shall be entitled to voting representation in the Convention as follows: The members in each local

League shall be entitled to one delegate who shall be chosen by the members through the local League; the members in each local League having more than 100 voting members shall be entitled to one additional delegate for each additional 100 voting members or major fraction (50 or more) thereof. The records in the national office of paid voting members on January 1 of the year in which the Convention is held shall determine the official membership count for this purpose.

Sec. 5. Powers. The Convention shall consider and authorize for action a Program, shall elect officers and directors, shall adopt a budget for the ensuing year, and shall transact such other business as may be properly presented.

Sec. 6. Quorum. One hundred voting delegates, other than the Board of Directors, shall constitute a quorum for the transaction of business at the Convention, provided that the delegates are enrolled in local Leagues from at least ten states.

ARTICLE X Council

Sec. 1. Place, Date, and Call. A meeting of the Council shall be held in the interim year between Conventions, approximately twelve months after the preceding Convention, at a time and place determined by the Board of Directors. A formal call shall be sent by the President to the presidents of the local and state Leagues at least thirty days before a Council meeting. Special meetings may be called in the event of extreme emergency.

Sec. 2. Composition. The Council shall be composed of: (a) two delegates chosen by the board of each state League; (b) two delegates chosen by the League of Women Voters of the District of Columbia; and (c) one delegate chosen by the local Leagues in each state where there is no recognized state League; and (d) the members of the Board of Directors of the League of Women Voters of the United States.

Sec. 3. Powers. The Council shall give guidance to the Board on Program, methods of work, and budget as submitted by the Board of Directors. The Council is authorized to change the Program only in the event of an emergency, provided that notice of any proposed change shall have been sent to the presidents of local and state Leagues at least two months in advance of the meeting of the Council. A two-thirds vote shall be required to adopt any change. The Council shall adopt a budget for the ensuing year and shall transact such other business as shall be presented by the Board.

Sec. 4. Quorum. Twenty delegates, other than the Board of Directors, shall constitute a quorum for the transaction of business at a Council meeting.

ARTICLE XI Nominations and Elections

Sec. 1. Nominating Committee. The nominating committee shall consist of seven members, three of whom shall be members of the Board of Directors. The chairman and three members, who shall not be members of the Board of Directors, shall be elected by the Convention. Nominations for these offices shall be made by the current nominating committee. The other members of the committee shall be appointed by the Board immediately after the Convention. Any vacancy on the nominating committee shall be filled by appointment by the Board of Directors. The President shall send the name and address of the chairman of the nominating committee to the president of each state and local League.

Sec. 2. Suggestions for Nominations. The chairman of the nominating committee shall request through the president of each state and local League, suggestions for nominations for offices to be filled. Any member may send suggestions to the chairman of the nominating committee.

nominations may be made from the floor by any member of the Convention, provided that the consent of the nominee shall have been secured.

Section 4. **Election.** The election shall be in charge of an Election Committee appointed by the president on the first day of the Convention. The election shall be by ballot, except that when there is but one nominee for each office, it shall be in order to move that the secretary cast the ballot for every candidate. A majority vote of those present and voting shall constitute an election.

ARTICLE XI Program

Section 1. **Principles.** The governmental principles adopted by the national Convention and supported by the League as a whole constitute the authorization for the adoption of Program.

Section 2. **Program.** The Program of the League of Women Voters of Minnesota shall consist of a) action to protect the right to vote of every citizen, and b) those state governmental issues chosen for concentrated study and action.

Section 3. **Convention Action.** The Convention shall act upon the Program using the following procedures:

- a) Local Leagues shall make recommendations for a Program to the Board of Directors at least three months prior to the Convention.
- b) The Board of Directors shall consider the recommendations and shall formulate a proposed Program which shall be submitted to the local League Boards at least two months prior to the Convention.
- c) Recommendations of changes submitted by local League Boards and received by the Board of Directors at least three weeks before the opening of the Convention shall be considered by the Board prior to the Convention at which time the Board may change the proposed Program. Such changes may not be voted on by the Convention on the same day on which they are proposed.
- d) A majority vote shall be required for the adoption of the Program proposed by the Board of Directors.
- e) Any recommendation for the Program submitted to the Board of Directors at least three months before the Convention, but not proposed by the Board, may be adopted by the Convention provided consideration is ordered by a majority vote and on a following day the proposal for adoption receives a three-fifths vote.

Section 4. **Council Action.** The Council may change the Program as provided in Article IX.

Section 5. **Member Action.** Members may act in the name of the League of Women Voters of Minnesota only when authorized to do so by the Board of Directors of the League of Women Voters of Minnesota.

Section 6. **Local League Action.** Local Leagues and inter-League organizations may take action on state governmental matters only when authorized to do so by the Board of Directors of the League of Women Voters of Minnesota. Local Leagues and inter-League organizations may act only in conformity with, or not contrary to, the position taken by the League of Women Voters of Minnesota.

ARTICLE XII National Convention and Council

Section 1. **National Convention.** The Board of Directors of the League of Women Voters of Minnesota, at a meeting before the date on which the names of delegates must be sent to the national office, shall elect delegates to that Convention in the number allotted to the League of Women Voters of Minnesota under the provisions of the Bylaws of the League of Women Voters of the United States.

Section 2. **National Council.** The Board of Directors of the League of Women Voters of Minnesota shall elect delegates to the meeting of the Council of the League of Women Voters of the United States at its meeting immediately preceding such Council meeting in the number allowed the League of Women Voters of Minnesota under the provisions of the Bylaws of the League of Women Voters of the United States.

ARTICLE XIII Parliamentary Authority

Section 1. **Parliamentary Authority.** The rules contained in Roberts Rules of Order Newly Revised shall govern the corporation in all cases to which they are applicable and in which they are not inconsistent with these Bylaws.

ARTICLE XIV Amendments

Section 1. **Amendments.** Amendments to these Bylaws may be proposed by any League Board, provided such proposed changes shall be submitted to the Board of Directors at least three months prior to a Convention. All such proposed amendments shall be sent by the Board to the presidents of all local Leagues at least two months prior to a Convention together with the recommendations of the Board of Directors. The presidents of all local Leagues shall notify the members of their respective Leagues of the proposed amendments. The failure of a local League president to give such notice or failure of any members to receive such notice shall not invalidate amendments to the Bylaws. Amendments shall be adopted by a two-thirds vote at any Convention.

LEAGUE OF WOMEN VOTERS OF MINNESOTA BYLAWS

The Guiding 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.

The League of Women Voters believes that every citizen should be protected in his right to vote; that every person should have access to free public education which 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 which affect the general welfare, promote a stable and expanding economy and adopt domestic policies which 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 the development of international organization and international law is imperative in the promotion of world peace.

As adopted by the 1947 Convention and
as amended by the 1951, 1953, 1955, 1957, 1959, 1961, 1963, 1965, 1967, 1971 and 1973 Conventions.

ARTICLE I

Section 1. The name of this corporation shall be the League of Women Voters of Minnesota. This state League is an integral part of the League of Women Voters of the United States.

ARTICLE II Purpose and Policy

Section 1. **Purpose.** The purpose of the League of Women Voters of Minnesota shall be to promote political responsibility through informed and active participation of citizens in government.

Section 2. **Policy.** The League may take action on state governmental measures and policies in the public interest in conformity with the Principles of the League of Women Voters of the United States. It shall not support or oppose any political party or any candidate.

ARTICLE III Membership

Section 1. **Eligibility.** Any person who subscribes to the purpose and policy of the League shall be eligible for membership.

Section 2. **How composed.** The League of Women Voters of Minnesota shall be composed of members of the League of Women Voters of the United States who are enrolled in recognized local Leagues within the state, and of members-at-large of the League of Women Voters of the United States residing within Minnesota.

Section 3. Types of Membership.

- a) Voting members shall be those women citizens at least 18 years of age who are enrolled in recognized local Leagues.
- b) Associate members shall be all other members who are enrolled in recognized local Leagues.
- c) Members-at-large shall be members who reside outside the area of and are not enrolled in a recognized local League. They shall pay annual dues of \$15.00.

ARTICLE IV Officers

Section 1. **Enumeration and Election of Officers.** The officers of the League of Women Voters of Minnesota shall be a president, a first vice-president, a second vice-president, a secretary and a treasurer. They shall hold office until the conclusion of the next regular biennial Convention or until successors have been elected and qualified.

Section 2. **President.** The president shall preside at all meetings of the corporation and of the Board of Directors unless she shall designate someone to preside in her stead. She may sign or endorse checks, drafts and notes. She shall be, ex officio, a member of all committees except the Nominating Committee. She shall have such usual powers of supervision and management as may pertain to the office of the president and perform such other duties as may be designated by the Board.

Section 3. **The Vice-Presidents.** The two vice-presidents, in the order of their rank, shall, in the event of absence, disability, resignation or death of the president, possess all the powers and perform all the duties of that office. In the event that neither vice-president is able to serve in this capacity the Board of Directors shall elect one of its members to fill the vacancy. The vice-presidents shall perform such other duties as the president and Board may designate.

Section 4. **The Secretary.** The secretary shall keep minutes of all Conventions and Councils of the League and of all meetings of the Board of Directors. She shall notify all officers and directors of their election. She shall sign with the president all contracts and other instruments when so authorized by the Board and shall perform such other functions as may be incident to her office.

Section 5. **The Treasurer.** The treasurer, or her duly appointed assistant, shall bill and receive all monies due. She shall be the custodian of these monies, shall deposit them in a bank designated by the Board of Directors. She shall present periodic statements to the Board at its regular meetings and an annual report, including a report of the League of Women Voters of Minnesota Reserve Fund, to the Convention or Council. The books of the treasurer shall be audited annually.

ARTICLE V

Board of Directors

Section 1. **Number, Manner of Selection and Term of Office.** The Board of Directors shall consist of the officers of the League, eight directors and not more than eight appointed directors. The elected directors shall be elected by the Convention and shall serve until the conclusion of the next regular biennial Convention or until their successors have been elected and qualified. The elected members shall appoint such additional directors, not exceeding eight, as they deem necessary to carry on the work of the League. The term of office of the appointed directors shall expire concurrently with the term of office of the elected directors.

Section 2. **Qualifications.** No person shall be elected or appointed or shall continue to serve as an officer or director of this corporation unless she is a voting member enrolled in a local League of Women Voters in the state of Minnesota.

Section 3. **Vacancies.** Any vacancy other than the presidency by reason of resignation, death or disqualification of an officer or elected member shall be filled, until the next Convention, by a majority vote of the remaining members of the Board of Directors.

Section 4. **Powers and Duties.** The Board of Directors shall have full charge of the property and business of the corporation with full power and authority to manage and conduct the same, subject to the instructions of the Convention. The Board shall plan and direct the work necessary to carry out the Program on state governmental matters as adopted by the Convention. It shall accept responsibility delegated to it by the Board of Directors of the League of Women Voters of the United States for the organization and development of local Leagues, guidance of inter-League organizations, for the carrying out of Program, and for promotion in the local Leagues of finance programs requisite to further the work of the League as a whole, including transmission of funds toward such special committees as it may deem necessary.

Section 5. **Regular Meetings.** There shall be at least eight regular meetings of the Board of Directors annually. The president shall notify each of the directors of all meetings at least one week before any such meeting. No action taken at any regular Board meeting attended by three-fourths of the members of the Board shall be invalidated because of the failure of any member or members of the Board to receive any notice properly sent or because of any irregularity in any notice actually received.

Section 6. **Special Meetings.** The president may call special meetings of the Board of Directors and shall call a special meeting upon the written request of five members of the Board. Members of the Board shall be notified of the time and place of special meetings by telegram or letter sent at least six days prior to such meeting. At the time of a Convention the president may, and upon the request of five members of the Board, shall, call a special meeting of the Board by handing the members of the Board a written notice of the time and place of said meeting.

Section 7. **Quorum.** A majority of the members of the Board of Directors shall constitute a quorum and a majority of the members in attendance at any Board meeting shall, in the presence of a quorum, decide its action.

ARTICLE VI

Recognition of Local and Provisional Leagues

Section 1. **Local Leagues.** a) Local Leagues are those Leagues which have been so recognized by the League of Women Voters of the United States. b) When there is, in any community in the state, a group of members of the League of Women Voters of the United States which meets the recognition standards for local Leagues as adopted at the national Convention and by the Board of Directors of the League of Women Voters of Minnesota, the Board of Directors of the League of Women Voters of Minnesota shall recommend to the national Board that recognition be granted. When such recognition is granted, the local League shall become an integral part of the League of Women Voters of the United States and the League of Women Voters of Minnesota. c) When a local League recurrently fails to live up to the recognition standards, the Board of Directors shall recommend to the national Board that recognition be withdrawn. Final action rests with the Board of Directors of the League of Women Voters of the United States. All funds held by a local League from which recognition has been withdrawn shall be paid to the League of Women Voters of Minnesota.

Section 2. **Provisional Leagues.** a) Provisional Leagues are those which have been so recognized by the League of Women Voters of Minnesota. b) The Board of Directors has responsibility for the establishment of new Leagues. For this purpose, the Board may organize a group of women in a community in which no local League exists and shall recognize the group as a provisional League when it meets the recognition standards for provisional Leagues adopted by the national Convention. c) The Board of Directors shall withdraw recognition from a provisional League for recurring failure to meet the standards for recognizing a provisional League or for failure to progress toward recognition as a local League. All funds held by a provisional League from which recognition has been withdrawn shall be paid to the League of Women Voters of Minnesota.

ARTICLE VII

Finance

Section 1. **Fiscal Year.** The fiscal year of the League of Women Voters of Minnesota shall commence on the first of April of each year.

Section 2. **Budget.** The Board shall submit to the Convention or Council for adoption a budget for the ensuing year. This budget shall provide for the support of the League of Women Voters of the United States as well as for the state League. A copy of the budget shall be sent to each local League president at least three months in advance of the Convention or Council.

Section 3. **Budget Committee.** The budget shall be prepared by a committee which shall be appointed for that purpose at least six months in advance of the Convention or Council. The treasurer shall be ex officio a member of the Budget Committee but shall not be eligible to serve as chairman.

Section 4. **Distribution of Funds on Dissolution.** In the event of a dissolution for any cause of the League of Women Voters of Minnesota, all monies and securities which may be owned by or under the absolute control of the League of Women Voters of Minnesota shall be paid to the League of Women Voters of the United States. All other property of whatsoever nature, whether real, personal, or mixed which may at the time be owned by or under the control of the League of Women Voters of Minnesota shall be disposed of by any officer or employee

of the organization having possession of same to such person, organization or corporation, for such public charitable, or educational uses and purposes as may be designated by the then Board of Directors of the League of Women Voters of Minnesota.

Section 5. **League of Women Voters of Minnesota Reserve Fund.** The fund shall contain the \$1,000 restricted principal of the Jane Grey Swisshelm Fund and all other monies, securities and property of whatever nature which the League of Women Voters of Minnesota may receive by gift, bequest or otherwise which the Board of Directors may designate as reserve funds. Expenditures of monies from the fund and of interest earned on monies in the fund shall be for League purposes as may from time to time be determined by the Board of Directors subject only to restrictions which may have been imposed by the donor at the time the funds were received.

ARTICLE VIII

Convention

Section 1. **Place, Date, Call and Notification.** A Convention of the League of Women Voters of Minnesota shall be held biennially. The time and place of the Convention shall be determined by the Board of Directors. The president shall send a call for the Convention to the presidents of local Leagues not less than four months prior to the date of the Convention. Thereafter, the Board of Directors may advance or postpone the opening date of the Convention not more than two weeks from the date fixed in the first call. A final call for the Convention shall be sent by the president to the presidents of local Leagues at least two months before the Convention.

Section 2. **Composition.** The Convention shall consist of the delegates chosen by the members enrolled in the local Leagues, as provided in Section 4 of this article, the presidents of local Leagues or an alternate in the event the president is unable to attend, the members of the Board of Directors of the League of Women Voters of Minnesota.

Section 3. **Qualification of Delegates and Voting.** Each delegate shall be a voting member enrolled in a recognized local League in the state of Minnesota. Each delegate shall be entitled to one vote only at the Convention even though the delegate may be attending in two or more capacities. Absentee or proxy voting shall not be permitted. The Convention shall be the sole judge of whether a delegate is qualified to vote.

Section 4. **Representation.** The members of the League of Women Voters of the United States who are organized into recognized local Leagues in the state of Minnesota shall be entitled to two delegates for up through the first twenty-five voting members and one delegate for every twenty-five additional voting members or major fraction thereof belonging to said local League on January 1st of said year. The record in the state office of paid-up voting members shall determine the official membership count for this purpose.

Section 5. **Authorization for Action.** The Convention shall consider and authorize for action a Program, elect officers and directors, shall adopt a budget for the ensuing year and shall transact such other business as may be presented.

Section 6. **Quorum.** A quorum shall consist of a majority of the delegates registered at the Convention provided that not less than ten local Leagues are represented.

ARTICLE IX

Council

Section 1. **Composition.** The Council shall be composed of the Board of Directors of the League of Women Voters of Minnesota, the presidents of local Leagues or an alternate in the event the president is unable to attend, and one delegate chosen by each local League.

Section 2. **Place, Date, Call and Notification.** A meeting of the Council shall be held in the interim year between Conventions, approximately twelve months after the preceding Convention. The time and place of the meeting shall be determined by the Board of Directors. A formal call shall be sent by the president to the presidents of local Leagues at least thirty days before a Council meeting. Special meetings may be called in case of extreme emergency.

Section 3. **Powers.** The Council shall consider Program, methods of work and budget as submitted by the Board of Directors. The Council is authorized to change the Program only in the event of an emergency, provided that notice of proposed modification of the Program shall have been sent to the presidents of the local Leagues at least two months in advance of the meeting of the Council, and provided also that a two-thirds majority of the members of the Council present and voting shall be required to adopt the modification. The Council shall adopt a budget for the ensuing year and shall transact such other business as shall be presented by the Board.

Section 4. **Quorum.** A quorum shall consist of not less than twenty members other than the Board of Directors for the transaction of business at a Council meeting.

ARTICLE X

Nominations and Elections

Section 1. **Nominating Committee.** The Nominating Committee shall consist of five members, two of whom shall be members of the Board of Directors. The chairman and two members, who shall not be members of the Board of Directors, shall be elected by the Convention. Nominations for these offices shall be made by the current Nominating Committee. Further nominations may be made from the floor of the Convention. The other members of the Committee shall be appointed by the Board of Directors immediately after the Convention. Vacancies occurring in the Nominating Committee shall be filled by the Board of Directors. The president of the League of Women Voters of Minnesota shall send the name and address of the chairman of the Nominating Committee to the president of each recognized local League. It shall be the duty of the chairman of the Nominating Committee to request through the president of each local League suggestions for nominations for the offices to be filled.

Section 2. **Suggestions for Nominations.** The chairman of the Nominating Committee shall request through the president of each local League suggestions for nominations for offices to be filled. Any member may send suggestions to the chairman of the Nominating Committee.

Section 3. **Report of Nominating Committee and Nominations from the Floor.** The report of the Nominating Committee of its nominations for officers, directors and the chairman and two members of the succeeding Nominating Committee shall be sent to local Leagues two months before the date of the Convention. The report of the Nominating Committee shall be presented to the Convention on the first day of the Convention. Immediately following the presentation of this report,