

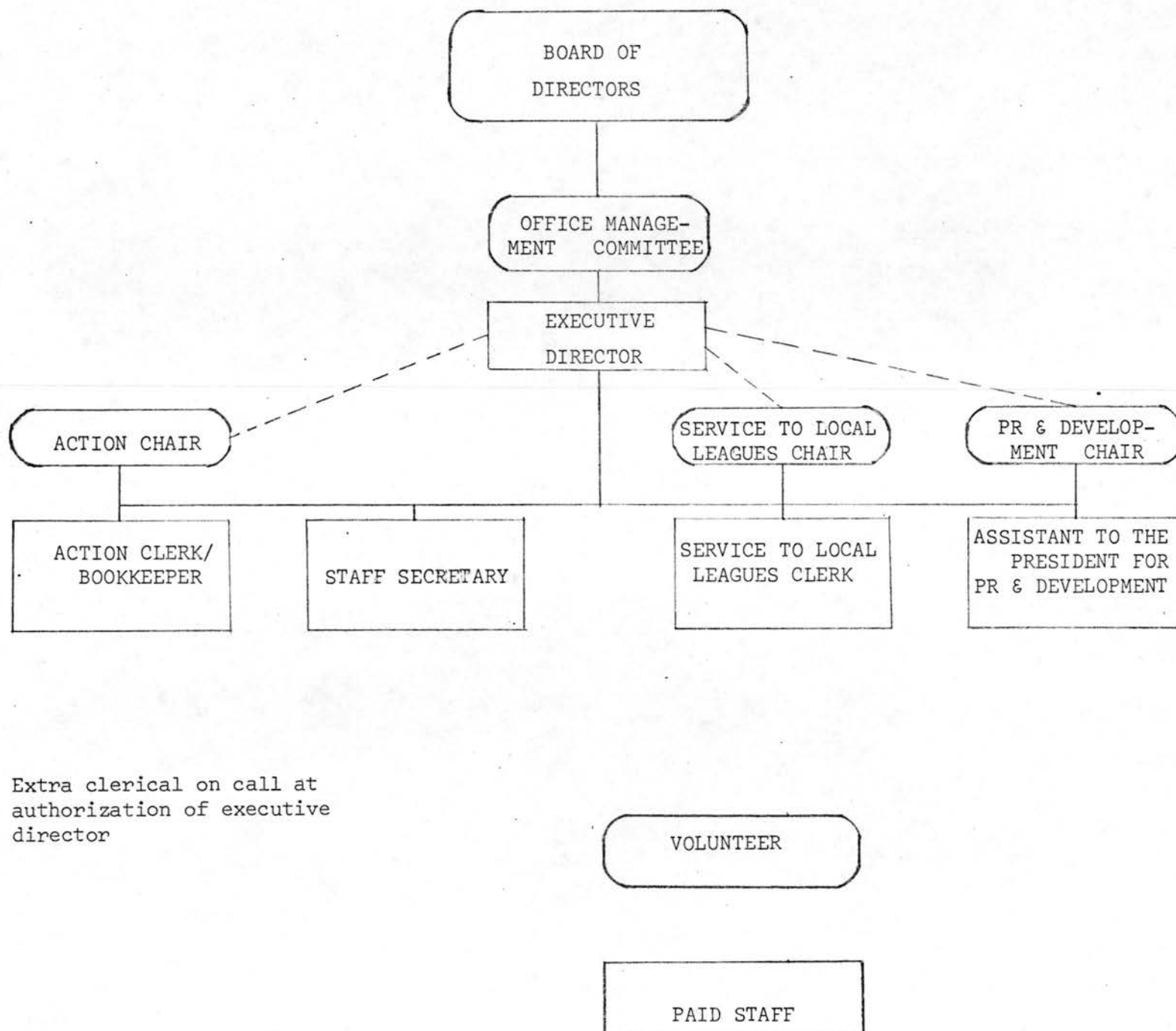


## League of Women Voters of Minnesota Records

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ORGANIZATION CHART



## VIII. SUMMARY AND IMPLICATIONS OF THE STUDY

In the course of our examination of the responses provided by 580 residents from selected areas in Allegheny County, several findings have emerged. As we have seen, the respondents as a group felt that general economic conditions were very serious. Regardless of the respondents' background characteristics, a vast majority of them agreed that the cost of housing, consumer prices, and energy shortages are the current major problems in the Allegheny County area. They also shared a general concern about various social problems and public safety issues in their communities. The poorly maintained street and deplorable road conditions were publicly criticized. Among the selected study areas, the Monroeville respondents were more unhappy about the municipal services and public safety measures than the other groups. The Upper St. Clair and Bethel Park areas, on the other hand, gave more positive ratings, overall.

The three major issues: housing costs, consumer prices, and energy shortages were seen as being more widespread than local community problems. The general dissatisfaction with these problems could, in part, explain the low ratings of the County government's performance in dealing with various problems in this area. This negative feeling was shared by all social groups. In contrast to the County officials, local officials generally received better ratings on their work, with the exception of the City of Pittsburgh. Community problems in the Upper St. Clair area were perceived as very well managed. In addition, the data revealed that long-time residents, less educated and lower income groups were relatively more critical of the local officials' work than were other groups. This finding is undoubtedly important and needs further interpretation. Official performance, at any level, should deal with each social group in a similar fashion.

The League of Women Voters had one of the two highest recognition rates of the public organizations listed in this survey, second only to the

National Association for the Advancement of Colored People. About nine out of ten of the respondents said they had either heard of or read about the League. It was far better known than the National Organization of Women, Common Cause, American Civil Liberties Union, and Ralph Nader's Public Citizen. In addition to this high rate of recognition, about 84 percent of the sample had a fairly clear idea of the services and functions of the League of Women Voters. Despite some of the cynicism toward politics in the late 1960's, 90 percent of the sample felt that one could be effective in influencing government decisions by joining an organization like the League.

A closer look at the total responses clearly pictures the target constituency of the League of Women Voters in this area; perhaps the same result could be extracted from elsewhere in this country. The League is better known in the wealthier suburban, predominantly white communities. The majority of the people the League attracts are middle-aged, married, better educated, more affluent, and newer community residents. In addition, the League is better known among the Republicans and those socially active in their communities. Obviously these descriptions spell the basic characteristics of the League's target group for potential memberships. Moreover, these subgroups accurately identified the roles and functions of the League and indicated a clearer assessment of the organization's political influences. If this is a true description of the League, then one may have to justify the organization's public appeal and its representativeness. Although the sample areas were limited by selecting communities in which the League had extended certain influence (had chapters), the survey data clearly distinguishes the different response patterns between the well-to-do and those relatively less affluent populations.

Results of the survey also indicate that the vast majority of respondents perceived the League of Women Voters as an organization working to inform the voting public about the views and qualifications of candidates for public office. Only a very small number of respondents perceived the League as exercising its power to influence government decisions and to do research into public issues that affect local communities. The League officials in this area should review the organization's present status and may seek a further extension of its services into other functionary areas.



On the local scene, the League of Women Voters showed a stronger overall appeal than other public organizations. However, the majority of respondents who had been contacted or used the League's services, who showed further interest in the League, and those who would like to seek the League's assistance in resolving community problems were those who shared similar socio-economic characteristics with those described previously. The core group of the League's supporters could clearly be identified.

Among the six study areas, Upper St. Clair and Bethel Park are the two localities consistently demonstrating higher ratings on all items. Respondents in these areas had clearer knowledge of the League, and had used the League's services more often. Therefore, it might be suggested that additional efforts from local chapters may be needed on the part of the Pittsburgh, Monroeville, North Hills and Mt. Lebanon Leagues.

The question concerning the May, 1977 primary election suggested that the League of Women Voters had successfully reached some 44 percent of the area's registered voters that were sampled. Again, the voting public in both Upper St. Clair and Bethel Park used and benefited from the League's services more than other areas. However, only three out of ten registered voters in the City received information on the primary election from the League of Women Voters.

These are the major findings of the survey. Through the process of summarizing the research data, we have pointed out that a dilemma emerged from the study: the League of Women Voters' attraction and services were centered in a small circle of the socially advantaged population. In any regard, these results are subject to careful consideration in the League's future plans and policy development.

## LEVELS OF RESPONSIBILITIES IN A VOLUNTARY ORGANIZATION

The business and professional men and women of the community who are working together for community betterment.

### Members



Elected by the members to *direct* the affairs of the *SOCIETY*. This is the *Direction Level*.

### Board OF Directors



Elected by the Board — a president, a vice president or vice presidents and a treasurer. This is the *Direction Level*, too.

### Officers



The Board hires a full-time executive whose title is usually executive vice president, executive director, general manager, or manager. This is the *Management Level*.

### Staff



*This is the Planning and Action Level* — the membership of the organization working in small groups — task forces or committees to achieve the Chamber's objectives.

### Committees

## RESPONSIBILITIES OF A COMMITTEE CHAIRMAN

The basic function of a committee chairman shall be to:

1. Get action from his committee
2. Get work done through his committee

The committee chairman shall see to it that the committee performs the functions prescribed or authorized by the Board of Directors. His authority and that of the committee has been vested in him by the Board of Directors through the President and/or a Vice President. He shall be directly responsible to the Vice President in charge of his area of activity.

A member of the chamber of commerce staff will be assigned to work with each committee chairman and provide him such assistance as is desirable and practical in carrying out his assignment. The staff member shall not be expected to do the work assigned to the committee. He may be asked, at the chairman's discretion, to take certain portions of this work, but care should be exercised so that the staff member has adequate time to work with other committees under his direction or to perform in emergency situations.

The chairman shall be responsible for:

1. Calling meetings of the committee.
2. Providing ample opportunity for all committee members to express themselves.
3. Bringing about formal action from the committee.
4. When this formal action requires work to be performed, he shall divide the responsibilities among the members of the committee and assign specific responsibilities to each member.
5. It shall be the responsibility of the committee chairman to set deadlines for work to be completed and to check from time to time with members of his committee who have been assigned work to see to it that the work is being done.
6. The chairman may assign certain portions of the work to himself, but he should exercise caution in this direction since it is easy for too much of the workload to fall on the chairman's shoulders.
7. He shall report the activities of his committee periodically to the Vice President. He may at the discretion of the Vice President or President, be called upon to report directly to the Board of Directors on the performance of his committee, or he may request an opportunity to report.

Specific functions of the committee assigned to the chairman shall be outlined in written form and this outline shall serve as the basis for all committee activity.

### THE COMMITTEE CHAIRMAN AND HIS JOB

Every business or professional man, if he shows some spark of leadership, will be asked to serve as chairman of a committee -- either in his church, his service club, or fraternal organization, or his chamber of commerce.

We should, then, study and take note of the things expected of a good chairman.

A chairman's job is never easy; if it were, good men such as you wouldn't be asked.

But a chairman's job can be made much easier simply by understanding what is expected of him and how to get the job done through his committee.

Here is a brief guide which, if followed, will make your job 200 percent easier.

#### A. Getting organized:

1. Acquaint yourself thoroughly with the specific purpose of the committee and the problem to be solved or the action needed.
2. Select carefully the people who will work with you.
3. In some cases, your committee will be selected for you.

In that case, a phone call to each member, explaining the purpose of the committee and announcing the date and place of the first meeting, is very much in order.

4. Send also a card announcing your meeting and something about the agenda on it.

#### B. Conducting meetings:

##### 1. First meeting:

- a. Summarize the purpose of the committee; what has been done previously; and the problem to be solved.
- b. Encourage every member to contribute to discussion.
- c. Do not dominate discussion, but do steer it and keep it on the subject at hand.
- d. Call for definite decisions as to a course of action. This is important.



- e. This is even more important: Delegate the workload the committee has decided to do, to each member.

Do nothing yourself that someone else can do.

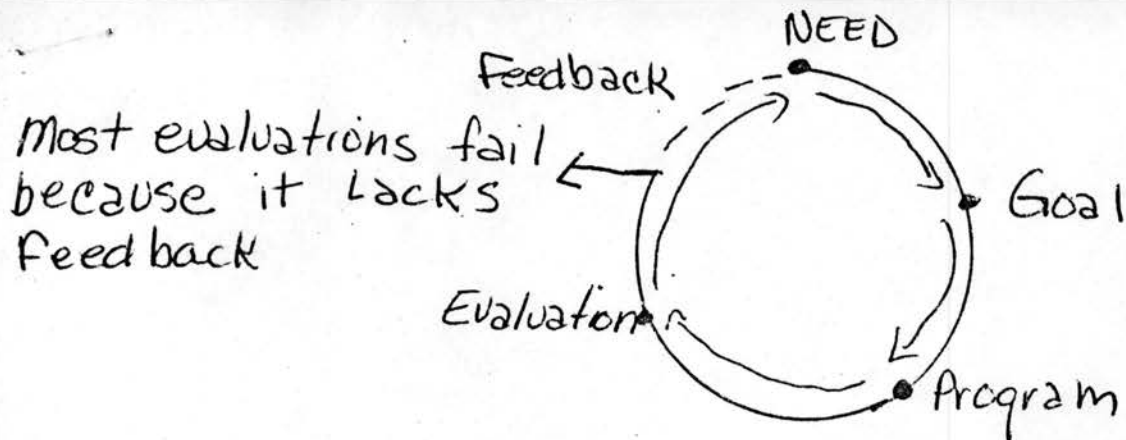
Leave no part of the workload to yourself except that of general coordinator.

- f. Set a definite time limit for each job to be done. That may be the time of your next meeting. This is very important.

C. The follow-through:

1. Do not just assume that everyone will do what he said he would do by the specified time. People are busy and it is easy to put things off or forget.
2. Call each member and remind him of his \_\_\_\_\_ by asking if he has completed it two or so days after the meeting. This is very important.
3. Call again as necessary.
4. Assist people with their assignments only where absolutely necessary.

It isn't really difficult! The answer is in how well you follow the plan. Discard much of the above procedure and you become a one-man committee doing the work yourself. Follow it to the letter and you'll have a smooth-functioning program and your committee will keep up their enthusiasm for it.



## Techniques for Planning:

Handout  
No.

130 - Management By Objectives

- 1) results oriented
- 2) documented on paper
- 3) goes/flows both ways

- #1 Prospective Planning - futuristic/goal setting
- #2 Retroactive Reporting form - information flow  
goal already identified
- #3 MBO
- #4 Goal Attainment

Mission Statement of Agency (why do they do what for whom)

Goals (what they want done) realistic

OBJECTIVES (how you will get it done)

must be measurable so that they mean the same to everyone

Evaluations should always be written down

## Suggested Readings:

- Weiss, Carol - Evaluation Research
- Craback, Lee - any book.



Name \_\_\_\_\_

Department \_\_\_\_\_

Week of-----

[illegible]

## BI-WEEKLY REPORTING FORM

NAME \_\_\_\_\_

WEEKS OF: \_\_\_\_\_

ACTIVITY	DATE INITIATED	SUMMARY OF ACTION TAKEN	FURTHER ACTION NEEDED	DATE COMPLE

DATE INITIATED: \_\_\_\_\_

NAME: \_\_\_\_\_

DATE OF ASSESSMENT: \_\_\_\_\_  
(COMPLETED)

## OBJECTIVE WORKSHEET

DEPARTMENT: \_\_\_\_\_

GOAL AREA:

OBJECTIVE: (How)	ACTION PLAN TO ACHIEVE OBJECTIVE:	DATE: Achieve Obj.	*RATING:

\*RATING: 5--Outstanding

3--Normal Expectation

1--Definite Improvement Needed

4--Well Above Standard

2--Some Improvement Needed

(EXAM #4)

Date of Assessment: \_\_\_\_\_

DEPARTMENT:

Levels of Predicted Attainment	Scale _____ Wt. = _____	Scale _____ Wt. = _____	Scale _____ Wt. = _____	Scale _____ Wt. = _____
	Negotiated Scale: Yes No	Negotiated Scale: Yes No	Negotiated Scale: Yes No	Negotiated Scale: Yes No
Most Unfavorable Outcome Thought Likely				
Less Than Expected Success				
Expected Level of Success				
More Than Expected Success				
Most Favorable Outcome Thought Likely				

GOAL AREA:

BEST:

BETTER:

NOW:

WORSE:

WORST:

GOAL AREA:

BEST:

BETTER:

NOW:

WORSE:

WORST:

(name)

(date initiated)

(date of assessment)

The Urban Renewal Act of 1949 wasn't intended to be one of the causes of riots in 1967--but it was.

The Federal Aid Highway program wasn't intended to eliminate effective public transportation--but it did.

We are learning, slowly and painfully, that we must think ahead, that ordinary citizens must learn to weigh both short-term and long-term effects of public policy decisions.

Our form of government is a representative democracy. If we care about this form of government, we cannot leave it to the leaders, the professionals, the politicians, to consider the future implications of current decisions. We, as citizens, must learn to do this ourselves.

This is what the 21st Century Project is about.

*League of Women Voters Education Fund  
1730 M St., N.W., Wash., D. C. 20036*

In the mail you will soon be getting a booklet which

--gives hints on how to run discussions about the future

--offers ideas about the future of our country

--lists sources for more information about the future.

Keep this in mind as you work on your program for the year. (If we've intrigued you, perhaps you want to look back to your April/May 1973 Voter for a capsule summary and selected quotes from the 21st Century project.)

Perhaps a discussion about the future is just what your League or community needs to

--decide whether or not to develop a dial-a-bus system

--make the initial contact with Citizens for a Better Garbage Dump

--get out some of the real reasons for opposition to the ERA

--find out why the planners feel it has to be done "this way"

--get perspective on national problems.

**21<sup>ST</sup> CENTURY USA**

if we're going to  
**PLAY THE  
FUTURES  
GAME...**

What happens tomorrow  
is based on  
what happens TODAY



# 1

Are people in your community  
confused about what's happening?  
feeling left behind?  
suffering from energy shortages?  
leaving it to the experts?  
Perhaps they are suffering from  
*future shock*  
Try the League of Women Voters cure--  
discussions about the future through  
the 21st Century project.

# 2

What "idea people" are saying  
about the future...

Increasingly, government will be  
unable to anticipate the important  
problems that face us as a society,  
and even when it's able to perceive  
these developing problems, it will  
not want to talk about them because  
it will be so politically unpopular.

*Lester Brown  
Senior Fellow  
Overseas Development  
Council*

The big problems are the ones that  
require cooperation, and we don't have  
the structure to provide that coopera-  
tion...

*Lucy Wilson Benson  
President, LWVUS*

Who's in charge of the long term? Who's  
in charge of the population problem?  
Who's in charge of the energy problem?  
the resource problem? the environ-  
mental problem?

In a government run the way ours is,  
with very short term pressures on any-  
body who is elected, how can we get  
somebody who is in charge of the long  
term, who does think about where we  
are going and why we are going?

*Donella Meadows  
co-author, Limits to Growth*

# 3

What satisfied customers are saying  
about the project...

The primary benefit to our League, or  
any League, is in the contacts we made  
with several groups and individuals we  
had not had any previous dealings  
with. The fruit of these contacts  
will only develop fully if we nurture  
them.

*Barbara Allender  
LWV of Albuquerque*

Some inner searching within the League  
itself has come about because of the  
21st Century project. Greater concern  
with the LWV of the future, and how  
equipped are we to deal with it?

*Pat Backman  
LWV of San Diego*

The participation of people is in  
itself a victory--a big step, neces-  
sary for action. Possibilities are  
endless, and I can already see a  
steamroller effect. As we meet with  
one group, another says "This would  
be great for--"

*Dolores Vail  
LWV of Portland, Maine*

# 21<sup>ST CENTURY</sup> USA

if we're going to

**PLAY  
THE  
FUTURES  
GAME...**

What happens tomorrow  
is based on  
what happens TODAY

# PREFACE

Thinking about the future is fun; it's stimulating; it affords new insights into the present and into today's value systems. For these reasons alone it would be worth doing.

But there are other reasons for those concerned about public policy to think about the future. Our society is now so large and so complex that it takes years for new ideas to become "ideas in good currency." Once the idea has been accepted it takes many more years to get it acted upon...to site, plan and build the waste treatment plant or to reorganize the judicial system.

Large businesses and governments are continually engaging in long-range planning. Twenty-year plans are common, and 25-year capital plans are being experimented with.

With a system of government based on the principle of informed consent, Americans have incentives at least as great as those of business or of government for becoming future-minded. We must prepare ourselves to give, or withhold, that informed consent to the start of a program or project that will only come to fruition a generation from now, or abandon by default our right to self-government.

This publication is intended to help ordinary citizens begin to think about the long-term future.

# INTRODUCTION

This publication is intended to help you organize discussions in your community about the future. It was developed from one brainstorming session involving experts from 12 fields. The text covers only a few of the possibilities the future may hold for us, but it illustrates well the many perspectives from which people are projecting to the year 2000.

The section entitled Vantage Points on the Future, brief as it is, gives a hint of the conflicts and communication problems which arise when people from different backgrounds, different value systems, and different areas of knowledge try to talk together about the future. If we are to achieve a democratic future, we have to recognize differing perspectives and the validity of those differences. We must work at bridging the communications gap. This kind of discussion is a beginning.

The next section, Future Worlds, presents each participant's projection of the world he or she would like to see or, perhaps, expects to see in the year 2000.

This material is intended to be a teaser--a stimulant to get you interested in the future and to provide ideas for discussion.

Organizing a 21st Century Discussion shares with you the experience of five Leagues which have already organized such discussions in their communities.

Those who are "turned on" by the fragments presented in the text will find guides to more information about the future in books and films listed in the Resources section at the end of the publication.

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This publication was made possible by funds granted by the Carnegie Corporation of New York. The statements made and views expressed are solely the responsibility of the author.

# VANTAGE POINTS ON THE FUTURE

On the morning of January 9, 1973, a disparate group of people met in San Juan, Puerto Rico, at the invitation of the League of Women Voters Education Fund to discuss what they want the country to be like as we enter the 21st century and what changes would be necessary to achieve the kind of world they want.

The purpose of the discussion was not to give the "right answers", but to raise some of the questions which citizens must consider if they are to shape their own future and the future of their government rather than be passive captives of events.

At the meeting the role of the general public was played by the members of the Education Fund's 21st Century Project committee: Nan Waterman, chairman, and committee members Joanne Hayes, Elizabeth Karlow, Dorothy McKinney, and Gwen Murphree; and by representatives of five local Leagues: Barbara Allender, Albuquerque; Pat Backman, San Diego; Maxine Longstaff, Wichita; Barbara Mayor, Toledo; and Dolores Vail, Portland, Maine.

The discussants were:

HARRY S. ASHMORE, journalist; President of the Center for the Study of Democratic Institutions; former editor, Arkansas Gazette.

MARK BATTLE, community organizer; Associate Director of the National Association of Social Workers.

LUCY WILSON BENSON, President, League of Women Voters of the U.S.

LESTER R. BROWN, senior fellow, Overseas Development Council; author of World Without Borders.

LAWRENCE D. COHEN, attorney; Mayor of St. Paul, Minnesota.

CHARLES HAMILTON, professor of political science, Columbia University; author of The Black Preacher in America, and coauthor (with Stokely Carmichael) of Black Power.

GLENN LEGGETT, educator, professor of English, president of Grinnell College.

RALPH LEWIS, management consultant, businessman, editor of Harvard Business Review.

DONELLA MEADOWS, systems analyst, biophysicist, coauthor of Limits to Growth.

CONSTANCE BAKER MOTLEY, attorney; judge, U.S. District Court, New York; former attorney for NAACP Legal Defense Fund.

WILLIAM SIMON, sociologist; program supervisor in sociology and anthropology, Institute for Juvenile Research in Chicago.

Their views and concerns were as diverse as their backgrounds might indicate. The following comments from different parts of the discussion illustrate this diversity of viewpoints.

Mrs. Backman: What do we want from the future? And what do we want our relationship to government to be? And what kind of government do we want?

Mr. Ashmore: If we're going to play the futures game--which is what we're asked to do, futurology--it seems to me that the first question we have to ask ourselves is what's going to happen in the interim between now and the year 2000?

What happens after that will be determined in this next quarter century.

One possibility, of course, is that we will have radical change. We could have a genuine revolution: what the Marxists call a radical disjuncture in historical development, what our planning experts would call a systems break.

That would mean an immediate and massive shift of power, and out of that comes some fundamental reorganization of society.

I do not myself consider that a likely development in the United States in the next 25 years.

So, if you rule that one out, what's left is some kind of evolutionary change. That's what I expect to see happen. That doesn't necessarily mean it's going to be good. There seems to me to be at least a 50-50 chance that we might be in a period of retrogression, of reaction, a period in which we might lose some of the progress which we've made, or at least halt some of the progress we've made toward social justice and cut back on individual liberties.

I suspect we could go a fair distance in that direction--repressive, regressive developments in this society--without bringing on a systems break, without forcing a reaction that in effect would become revolutionary.

I don't think we can possibly rule this latter scenario out. As a matter of fact, on my gloomier days it seems to be the most likely prospect for the short haul, at least.

Judge Motley: I don't think there is going to be as much change as some people feel we will have by the year 2000.



The conflicts we have in our society will be resolved in the way in which we have traditionally resolved these conflicts.

With respect to who has the power now and whether there will be a shift in that power, there will probably be some shift in power. But it certainly is not going to be tremendously significant. New groups are being brought into the power structure as we go along in our society, and as we've witnessed in the last two or three decades, most notably the blacks have been brought into the power structure. I suppose that by the year 2000 women will be truly in.

But again, it's going to be simply a question of expanding the groups who are participating in the power structure.

Mr. Leggett: I'd like to support Judge Motley's position. It seems to me that the people who have the power to make decisions in our society are the corporate or the institutional managers, but they do so by a whole series of compromises because they have to stay in power.

In the last decade they've discovered they've got more constituencies to compromise with.

As a manager of an educational institution, within the last seven or eight years to the number of constituencies I have to satisfy have been added students and women--women students, women faculty, and women trustees. I don't see the power to make decisions as changing very rapidly over the next 25 or 30 years. I do see the corporate manager or the institutional manager having to take longer to make decisions and having to take more things and more constituencies into account as he makes them.

Mayor Cohen: I submit that the world is changing very rapidly and is changing more rapidly than we comprehend. And when we're dealing with exponential growth, we may already be on the verge of not controlling our future or our life because the things that have happened in the world have reached a point where they can't be turned back. Some of this can be in the area of pollution, the amount of radioactive wastes that we're putting into our air and into our streams, for example, and how they may affect people genetically in the future. And we may have already lost control of that.

Mr. Simon: A curious kind of secular puritanism is being bred by the ecology movement, and it worries me a great deal. Somehow in a presecular era, the era of the Protestant ethic, we had a sense of why we were here, which was presumably because we were moral people, and we proved we were moral by prudently husbanding those resources that the Lord God did give unto us.

This curious commitment, the secular commitment to somehow making man serve a concept larger than he is (and it's no longer God; I think we may well have turned it into the ecosystem as the thing to which we have to be responsible), is dangerously

conservative. We don't have to be responsible to anything.

In a sense we have an amazing amount of freedom to plan rationally what we want and to make such a decision as a human act rather than to submit to a sense of a tyrannical set of laws operating out there.

What really frightens us off from this is the fact that we may have to do it without a sense of constraint and necessity to justify it. We're going to have to learn to stand up, as many of the kids are doing, and say, "I want to do it because I really want to do it."

Mrs. Meadows: You have raised a very, very basic question, which is what real philosophy or concept of man and his role in the world should guide society, since we realize that it's not possible to have a society that's half guided by the "Eat, drink, and be merry because tomorrow we don't care whether the ecosystem is around" group, and the other half by the conservative "Now wait a minute; you can't consume that resource; your grandchild might need it" group.

I think there's not really a way of compromising those two points of view. A decision has to be made one way or the other. The decision for the past hundred years or so has been "Let's eat, drink, and be merry; consume what we want; don't worry if it's an irreversible decision we're making; don't worry if we're reducing options for tomorrow because today we're having a great time. We're making money. We're building a wonderful new society, and therefore there's nothing to worry about."

You are very correct in saying that my position is conservative. I don't think that we have a right to exterminate the other 300,000 species in the world. I don't believe that God, whether he's still here or not, or man can assume that right. It seems to me that more options are left open, strangely enough, not by a totally 100 percent conservative, don't-consume-anything point of view, but by at least a let's-consume-wisely-for-a-purpose point of view. Let's say we're doing this because we want to end up here, rather than say, "We haven't the slightest idea what direction we're going or where we're going to end up, but let's do it anyway because it's the easiest thing to do."

Mr. Lewis: I'd like to haul back a little bit. I think that before we determine where we're going, we ought to figure out where we are. Dr. Leggett made the point that power exists basically in the hands of corporate managers.

I think I know that Dr. Leggett doesn't feel that way. Perhaps if we could focus on who does have power now, it might be helpful.

Mrs. Benson: Corporate management doesn't think it has the power.

Mr. Leggett: I was the one who said I thought that the power to make decisions resided in corporate managers, and would in the future. I thought this was a self-evident truth, but clearly it isn't.

I really need to qualify that statement. By corporate managers I mean not only the managers of economic corporations but also the managers of institutions--educational centers, foundations, and so forth, as well as mayors of cities like St. Paul.

I suspect that the difficulty, real difficulty, is with the phrase, "the power to make decisions."

Really it's not so much the power to make decisions as it is the power to temper and in some cases to deflect decisions. That is, to generalize from my own experience as the president or manager of an educational institution, I do not have the power to decide what kind of curriculum the faculty is going to teach, nor do I have the power to decide what kind of curriculum students are going to take.

But, because I am able to withhold money, I do have the power to make sure that neither the arch-conservatives on the faculty nor the more radical types among the faculty win. And that, in itself, is a kind of decision.

I suspect that happens again and again in all kinds of corporations and institutions. That is, sometimes the power to make decisions is the power not to accept any single decision but rather to try to amalgamate all of them. I suspect it is, in fact, the power to see that no decision is made.

Mrs. Meadows: I'm really puzzled by your description of power. Power is the control of resources.

I don't think anybody's in control. I don't think anyone knows how the system's going or where it's going or why. I don't know any politician who thinks he's making all the decisions and can do what he wants to do and make things go where he wants them to go.

I don't know of any company president, I certainly don't know of any citizen who feels that way.

The system is really not in control. My goal is to get it under control, to get it to be a sustainable system, one which can last.

Mr. Lewis: To get it under control of whom?

Mrs. Meadows: I think that's something we can all decide. Let's just say under someone's control.

Mrs. Benson: Well, I think that to say that corporate management is in control is to focus only on the pinnacle of power and to focus on those who control resources. But actually the society is made up of a whole series of power groups.

Mr. Ashmore: I'd like to mention something that Mrs. Meadows said a bit earlier, too. I think we would probably agree that she was talking about the absence of anybody in charge. I've sometimes had the feeling, too, that all this baying against the establishment was baying against something that wasn't there. In a way, our problem is that we don't have an establishment that's really able to control the society and plan to meet the needs that people would probably agree ought to be met.

Mrs. McKinney: As a black, I find no difficulty in knowing who's in charge, and I just wonder if maybe we shouldn't look at the problem from the point of view of the haves and the have-nots. If you have difficulty in identifying who is in charge, maybe then you are a part of the establishment.

Mr. Ashmore: Well, that's true. I think I probably am, but I would suggest to you that maybe you are confusing the fact that you're able without any difficulty to identify who's not in charge with the ability to identify who is.

Mrs. Benson: No, I really do think that's the problem. We all know who's in charge; that's easy. But the fact of the matter is that those who are in charge aren't solving the problems. The inveighing against the establishment is an attack against those who do have the power and who are not using that power to solve the problems.

I think that's one thing that is so frustrating to young people. Why are there hungry people? Why is the town run poorly? Why aren't things being done?

And having sat in on and been a part of a good many public bodies, I see the amount of time that the commission on this and the commission on that and the board of selectmen and the town finance committees spend doing nothing; week after week after week, not making decisions. And what doesn't get done is, in the last analysis, what happens when no decisions are made.

Mr. Brown: It seems to me that focusing on local government, though it may be useful, is perhaps not the critical sort of thing. Mayor Cohen said that he wasn't sure that city government would even exist as we move into the 21st century. I suspect that state governments at that point will be even less meaningful.

It seems to me that the frontier area in government in the late 20th century and early 21st century is going to be how we create workable world order.

So I'm terribly frustrated because the whole thrust of my being is toward trying to work out things on the global level, which is where I see the new and emerging, enormously complex and difficult questions arising. And our tendency is to be turned inward, and not only inward but focusing on local things. This is not to say that local government isn't and won't continue



to play a role and it's not useful.

It doesn't seem to me to be the critical thing.

I have often had the feeling, at this meeting and at others, that we're dealing with trivia rather than with central issues that we must confront. I think we're going to handle the issue, how we can share resources with the rest of the world, in ways which we can't even imagine at this point but which I'm sure are there. All sorts of new tactics are beginning to develop that other governments are using in order to enlarge their share of the world economic pie, whether it's collective bargaining on oil prices, or extending off-shore limits to protect off-shore resources of fish, minerals. These, it seems to me, are central issues, and if we can't confront these central issues it probably doesn't make too much difference what comes out of this meeting.

Mr. Hamilton: There are a lot of things we haven't talked about. We've not talked about what I and others consider a most crucial and critical present and future problem, and that is the possibility, from the point of view of a lot of intelligent, sensitive people in this country, of concentration camps for dissidents in the United States of America. It hasn't come up.

It's difficult to get some people to focus on the crucial problem of energy. You're just not going to do it. It's critical and crucial that you understand that a lot of people have a different list of priorities. It's not that their list is trivia and yours is magnum opus, it's just that they come from a different vantage point of reality. And I think quite honestly, friends and neighbors, it's the epitome of arrogance to sit here and call somebody else's list trivia. I reject that. I reject it out of hand, and I raise now a very serious point because I want to deal with that.

There are an awful lot of people in this country who have to deal not only with population growth and energy crises, but with rats in their homes tonight, and with the daily oppression that's going to face them when they walk outside their tenements. There are many crucial issues, and I don't presume that my list, Hamilton's list, of crucial life and death issues is more important than your list. I don't presume that my list is predominant and yours is trivia. I reject that.

Those people for whom I have great respect would laugh in my face when I go back to New York tonight if I were to tell that I was at a League meeting in San Juan, as beautiful and as nice as it is, and didn't talk about some of the critical issues on their minds. But you see, I didn't come to San Juan and expect to deal with all of the critical issues. We've said that this is a diverse society. Well, let's mean it. Let's mean it.

Let's not insult each other by suggesting that my list is trivia and yours is in fact the critical, crucial issue or list. I reject that.

Mrs. Meadows: I'm sorry, I think you got a very wrong emphasis and it may have been my fault in not saying it clearly. I tried to make it clear that my objectives are really very close to yours and I think our list of priorities is very, very similar. My only point of difference, my real concern, is that there will be no resources to muster for any social purpose. I've been trying in my own mind to decide by what path to get toward many of the goals which we all have and to put forth my assessments of how it will probably be in the year 2000, in the year 2050...so that we will be able even to consider these issues which I do think are the most important: how people are going to live, how resources are going to be distributed, whether life is going to be worth living. It's just that I'm quite frankly very, very worried that those will even be issues that we will have the option of considering 100 years from now.

Mr. Battle: I don't think I need to deal with that question any further, you know. Survival is important to me as an individual now, it's important as I look forward to the year 2000. There are a lot of people who are concerned more with their survival now than with their survival thirty years from now.

The whole issue of what happens tomorrow is based on what happens today.

## FUTURE WORLDS

There is no such thing as the future. Instead, there are as many possible futures as people want and are willing to work for.

At the San Juan meeting, some possible future worlds were outlined. In some areas they correspond, in some they conflict. How do these worlds fit in with the world you want?

## IN MR ASHMORE'S WORLD



Our society will be so complex that it will have to be managed by an elite. This elite will not be based on property and ownership as it has been in the past, and is in part today, but will be based on skill and knowledge.

"We are going to have to have people running the society who know something I don't know. We're going to have to have technicians and engineers and specialists to run a society of the kind we have created."

We will also have a system of centralized planning that will "pull together our great industrial planning in terms of some overall concept of public need."

We also may have, or will be seriously considering, public ownership of land in the cities. This may be the only way to control land use--for the city to own the land and lease it to people to use.

In terms of our political process, we will have complete public financing of national primaries and elections, with no private contributions allowed. Election laws and standards for election to the U.S. Congress and the presidency will be set nationally rather than by the states. This will be the only way to guarantee one man-one vote and to eliminate the corruption of government by special interests.

In the year 2000, there will still be a lot of boring jobs to be done. Perhaps the hours will be made shorter for these jobs so people will have the time to enjoy their lives outside of the job.

*If our society is so complicated that it has to be managed by experts such as engineers, scientists and computer specialists, can the people still have an effective voice in how society is run? How can we preserve the right of the people to govern themselves in a very technical world?*

*If there needs to be some kind of organized, overall planning for the nation, can individual liberty coexist with that kind of centralized planning?*

*If we do have public financing of elections, what political changes would you expect to see? Are they good or bad, from your point of view?*

*What could be done to make boring jobs more bearable for the people who must do these jobs?*

## IN MR BATTLE'S WORLD



In the year 2000, we will have a system of universal income maintenance, so that people can direct their energies and talents to work they want to do, rather than to what pays well.

We would recognize that there are all kinds of work, not all of which some organization wants to pay for.

"In my world I'd like to see us stop confusing the employment ethic with the work ethic. We've constantly thought of work as being employment. Either you're being paid by some organization for the work you do, or you're not working. For instance, raising kids is work, but it's not employment."

We would, as a society, carefully keep track of the numbers of people we need with different kinds of skills and make sure, through scholarships and subsidies for training, that we can take care of society's needs.

By the year 2000 we would have arrived at a balance between the public and private sectors, so that we would have the responsibility to the society as a whole that only the public sector can demand and still keep the creativity that the private sector provides.

Planning will be necessary, but the planning will be done so as to include all parts of the society in making decisions. We will be able to keep our freedom only if everyone has some economic and political power, some "ownership of the system."

*If we have a system of universal income maintenance, how do we make sure all the necessary work of society gets done?*

*What would we do about people who don't want to work? Is it bad if some people choose not to work?*

*Where would the money come from to have a system of income maintenance?*

*If we subsidized the training of doctors, teachers, engineers and other professionals to be sure we could meet society's needs in these fields, how would the subsidies affect individual freedoms? Would we have the right to demand that such professionals then accept specific assignments? How could we be sure we were subsidizing the appropriate training?*

*Do we really want everyone to have some power, some "ownership of the system"? What would change if all parts of society took part in making decisions? Is it at all possible to have this kind of participation?*

## IN MRS BENSON'S WORLD



Reformers will have learned to see things through the eyes of other people. When they talk about restructuring industry or trade, or changing the profit motive, they will include in their thinking what jobs are going to be gotten rid of and who is going to be without a job. If they talk about cutting back on the use of power and energy, they will take into account those people who do not have all the electrical appliances they want, as well as those who do.

Reformers and politicians will have to consider the views of other groups in the society, because the freedoms of the 14th Amendment will be "extended to all levels of society and to all peoples."

We will have realized that for the society to work all of the power groups in the community have to have some sphere of influence.

We will have developed a structure of government that permits cooperation on issues and that is arranged so that the right questions can be asked and our problems can be solved. We will no longer be dealing with various aspects of a problem isolated from other aspects, but will be able to see problems as a whole.

"Does it really make sense for there to be 351 cities and towns in the state of Massachusetts? There are 21 cities. All of the rest of them are little independent towns, each with a planning committee, a zoning board of appeals, and all of that. Is this a sensible way to achieve what the citizen needs, the services he needs, the education of his children, the cleaning up of the snow?"

*If reformers see things through the eyes of other people, will they be able to act?*

*If every group has a sphere of influence, how does society act as a whole for the common good?*

*Are the freedoms of the 14th Amendment now available to all citizens, or does more need to be done to make this so?*

*What kinds of problems do not fit into our present organization of government? What kinds of organization would be necessary to handle these problems?*

## IN MR BROWN'S WORLD



In the year 2000 we will be on the way to creating a workable world order. We will be confronting the question of social justice at the international level: how countries divide up scarce, and in some cases irreplaceable, resources.

By the 21st century we will have realized that nations can't be "independent" any more. We will have realized that we need world order because the 20th-century scope of political decision making did not really relate to the way society had developed. Many private institutions will be organized on a world basis.

"As an illustration, the Denver public schools were operating three days a week, simply because they couldn't get enough fuel to heat the schools. Whether or not that becomes a recurring thing may depend more on decisions made in Venezuela and the Middle East than on anything the board of education itself can do.

"The level of DDT in mothers' milk in the state of Indiana is above the Federal Drug Administration tolerance levels. As long as the World Health Organization, the farmers of India, and the farmers of Brazil continue to use DDT there is not a thing she can do about it."

To solve these problems and others like them, we will need institutions to plan and to regulate at the international level.

*If we need world planning and regulation, how is the average person going to have a say in world decisions?*

*If one of the big problems at the international level is the method of distributing wealth, how are decisions going to be made? Will the people in poorer countries be satisfied to exist at their present level? Will the people in this country be willing to give up some of what they have?*



## IN MAYOR COHEN'S WORLD



"From the point of view of city government, I think that we'll be waving goodbye to city government in the year 2000." We will be dealing with people on a more realistic basis. Government will be based on the needs of people and the best way to deliver services.

"States will have less meaning. We will be dealing more and more on a regional basis, but, strangely, from all this will come a strong neighborhood concept." In some areas of government we will be dealing with neighborhood government while doing away with cities. Perhaps we will have come back to village government.

Although the world will change rapidly, political change will remain slow. Political change is necessarily slow in a democracy because it depends upon the level of awareness of the public.

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*What kinds of problems would best be solved at the neighborhood level? At the regional level?*

*Would some combination of neighborhood and regional governments serve the needs of poor people and other minorities?*

*If citizens feel they are unable to influence their government now, how could they feel they would have any voice in an even larger governmental unit?*

*Can political change remain slow in a rapidly changing world?*

## IN DR HAMILTON'S WORLD



By the year 2000, the rights of citizenship will have been transformed into the duties of citizenship. Citizens will be required to vote and will also be required to learn about their government. "Compulsory voting in our society should be accompanied with mandatory education sessions on government for all citizens."

We would eliminate what has come to be thought of as a life long right to a particular job, namely civil service and tenure. These vested interests in a job are harmful in a time of rapid change.

We also would have gotten rid of "welfare", the system by which the haves take care of the have-nots, because it is de-meaning and paternalistic. In its place we would have substituted some form of income maintenance for all citizens.

We would have enacted a public policy whereby payments for rental allowances were transferred into mortgage payments for welfare recipients, who form housing cooperatives and become owners of apartments they now rent. This public policy would serve two needs. It would end the "conduit system," where welfare recipients serve as a conduit of money from the taxpayer to the slumlord, and it would give welfare recipients a stake in our property-oriented society.

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*Some countries, such as Australia, already require their citizens to vote: What do you think of this idea? If all citizens had to vote, would there be important changes in who has power in your community? Are there recognized groups in your community who don't ordinarily vote? Why?*

*If civil service rights were eliminated, would we go back to a political "spoils system"?*

*Do you believe a universal income maintenance program, run like social security, would be better or worse than our present welfare system?*

*What would home ownership for the poor man mean in terms of neighborhood development in your community?*

## IN DR LEGGETT'S WORLD



In the early years of the 21st century the power to make decisions will be in the hands of the corporate or institutional managers. However, these managers will have to take longer to make decisions because they will have to consider more facts and balance more different points of view.

By the year 2000 we will have more realistic expectations of what education can do. We will realize that all an educational institution can do is provide a few selective opportunities to learn under the guidance of more or less competent teachers. Education, by itself, cannot solve all of the problems of the world.

We will recognize the fact that diversity in higher education is necessary and that we need community colleges and private liberal undergraduate colleges and great state universities. We will organize ourselves in such a way that each is supported, and that none of them which has any quality whatsoever is allowed to go under.

"One of the things we have to remember about the year 2000 A.D. is that we don't want everyone to be the same.

"We must create in our conversations some sort of philosophical notion that there is a proper tension between the virtues of diversity in this country and the efficiency of uniformity."

*If institutional managers such as university presidents, corporation executives and labor leaders have to take a long time to make decisions in order to take all points of view into account, can the decisions be made fast enough to keep up with our rapidly changing world? Or, perhaps, will our society collapse of its own weight and complexity?*

*If there diversity in your community? Is such diversity of value to your community? What are the values of uniformity?*

*What do you believe should be the purpose of education?*

## IN MR LEWIS' WORLD



"I firmly believe that a major part of the progress we make toward the 21st century will be due to the way business is operated in the meantime."

Business will more and more realize that, in addition to its responsibility to make a profit, it must be concerned about its consumers, its employees and its suppliers. Additionally, it will have to take both the general public and the government into account as it makes decisions.

There will be greater government regulation of business in the year 2000: unless the government says you must do something and it applies equally in all cases, those business firms which accept social responsibility will be penalized, because they won't make as much money.

More and more businesses will have long-range plans such as the large firms have today. "Typical sizeable businesses such as IBM have a 15- or 20-year plan which is relatively specific as to what they want to have happen over that period. They have a much more specific five-year plan, and then they have a one-year plan which is to work toward the five-year plan, which in turn, works toward the 20-year plan. Every quarter, results of that one-year plan are compared to what they had hoped to do, and they can very quickly change if they see that something is not working the way it should."

*Do you agree that business should be more strongly regulated by government? What aspects of business should be regulated? Which should not be regulated?*

*If there is more regulation, what would be the costs and benefits to the general public? to you?*

*If each large business were to plan independently, how could citizens affect those long-range plans? Should they try to affect the planning of business corporations?*

## IN MRS MEADOWS' WORLD



"We need to establish some balance with physical realities in terms of the size of populations that can be supported and the amount of material that can be moved out of the environment through the population and back into the environment again in any given space of time..."

"We will have to realize that there is a limit to material things--people and the material things that people need in order to live the kinds of lives they want..."

"There's going to be an end to unlimited growth whether we want it or not. It may not be by the year 2000. I think it will be not long after that..."

"In my world we would decide before such an end to growth is forced on us where we want to be at that point, how many people, roughly, we would like to have, what standard of living, roughly, we would like them to be living in."

To do this we will have to develop some kind of institution that is in charge of the long-term future, that will be in charge of the energy problem, the population problem, the resource problem, the environment problem. This institution will get the system under control and get it to be a sustainable system, one that can last.

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*Are we using up material things so fast that growth will have to end? What are examples of material things that have been or are being used up?*

*What would an end to growth mean to your standard of living? To the poor in your community? To young people? How could we compensate for an end to growth?*

*Would an institution devoted to long-range planning be consistent with the principles of democracy?*

## IN JUDGE MOTLEY'S WORLD



"I don't think that there will be as much change as some people feel we will have by the year 2000. The conflicts we have in our society will be resolved in the way in which we have traditionally resolved these conflicts. My faith in the ability

of the courts to deal with many of our pressing social and political problems results from my own experiences with the court system during the civil rights era. I'd like to see the courts in this country continue to develop and expand their role of dealing with conflicts in our society."

There will be no tremendously significant shift in power. New groups have been brought into power as we go along in our society. "As we've witnessed in the last two or three decades most notably the blacks have been brought into the power structure. I suppose that by the year 2000 women will truly be in..."

"If we follow our tradition of responding to need, then we will begin to plan in this society. I don't think we can play down the significance of the fact that Congress has enacted environmental control legislation. It's a real indication of the nation's initial commitment to planning and controls, something we have never had before because it has never been one of our real needs."

We would eliminate the kind of individualism we have had historically in the economic sphere, but hopefully we would preserve individualism in the sense of freedom of speech, freedom of association, freedom of religion, and the right to pursue happiness free of unreasonable governmental interference.

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*If the courts are an important way of dealing with conflict in our society, could you see the court system handling conflict quickly and fairly? Could conflict be handled by elected representatives of the people with the courts as the last resort?*

*Will women truly be in the U.S. power structure in the year 2000? What would this mean for the future of the family? the future of children? the future of social institutions?*

*If we eliminate economic individualism, can we preserve individualism in other areas?*

*Do you agree that we have made a national commitment to planning?*



## IN DR SIMON'S WORLD



As we enter the 21st century our society and its organizations will be larger and more complex than they are now. Decision points will be higher up and even further away from the individual. "The individual in the sense that we conceive of him in terms of liberal democratic philosophy turns out to be a relatively ineffective, inefficient unit."

We will need the kind of open and flexible planning system that can correct its mistakes.

"I really want to opt for a relatively inefficient system. I'm not so much worried about a system that can't make the right decision as I'm worried about a system that can't correct the error."

In order to have self-corrective planning we need to know what the errors are--which program worked and which one didn't come out the way we thought it would. If necessary, we must create community agencies that are able to investigate social projects like education reforms, drug programs, health programs, and make an independent report on their effectiveness. "What we desperately need here are some kind of CPAs for social experiments and social accountability."

I don't think we will be able to decentralize a society that is a vastly complicated and integrated technology. This idea of decentralization appeals to us as a happy solution, but it is a myth. We can't return power to the people in a complex world."

If people will have more leisure time in the year 2000, as many people are projecting, the liberal arts education will become an important institution, in that it provides resources for the enjoyment of nonworking hours. We have to resist the tendency to turn American education into some vast vocational school.

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*Is it necessary that our society and its organizations be larger and more complex in the year 2000 than they are now? If you don't like that idea, what can you do about it?*

*What is the point of planning, if the plan must be changed all the time? Do we know enough to plan effectively in social policy?*

*Can we return "power to the people"? Or must our world be run by planners and technicians? Can individuals perhaps be effective through organizational groupings?*

## ORGANIZING A 21ST CENTURY DISCUSSION

### TESTING

Because discussion about the future is a new idea for community groups such as the League of Women Voters (and practically everyone else except professional "futurists") we felt it was extremely important to have both the concept of the future discussion and the material itself tested before "going public" with the "21st Century Project." This testing was invaluable, and much of what follows comes from the experience and observations of five Leagues which have run 21st-century discussions in their communities.

### BENEFITS FROM 21ST CENTURY DISCUSSIONS

"The primary benefit...is in the contacts we made with several groups and individuals we had not had any previous dealings with. However, the fruit of these contacts will only develop fully if we nurture them. Certainly, the community benefits for us are potentially great at this point in time as Albuquerque begins to consider long-range physical and social planning, as well as metropolitan government. I think one should be careful not to oversell the benefits at this point. They may vary from...community to community. I am still hopeful, but somewhat pessimistic, that the general public can, in fact, be visionary about the future. In spite of the stated desire of many of us to do just that, our experience with the test groups was that quite often the discussion drifted to the here and now. Perhaps, in retrospect, that is not as bad as it sounds. For if through these discussions people develop an ability to affect their here and now, they will be better able to decide on a future."

LWV of Albuquerque

"The groups that participated in the discussions benefited, some more than others. They thought about things they don't often contemplate and heard the concerns of others. New possibilities and problems were opened before them."

LWV of San Diego

The following comments illustrate some of the potential benefits from 21st Century discussions.

People don't think about the future in any organized and systematic way, and they find it extremely difficult to try to do so. One aim of a 21st century discussion could be to familiarize

people with thinking about the future and to begin to train them to do so.

Thinking about the future gives new insights into today's problems and can help people make current action decisions. In a sense, what we're doing is viewing the present from a future perspective which permits people to ignore the constraints of habit and possibility, and to really express their values and what they want. Once what is desired is out on the table, it becomes possible to take action toward those goals.

A 21st century discussion can provide a way to bring together people who don't normally talk to each other and give participants not just new factual knowledge but new knowledge of other people's concerns as well. This last could be an extremely valuable contribution in a society which seems as fragmented as ours.

#### HOW TO USE THIS PUBLICATION

With discretion!

This is an idea book, not a handbook. What use you make of the materials is entirely up to you and your group and depends on your assessment of the people and issues in your community. A test League commented:

"I wouldn't use any 'devices' that didn't somehow get that group of people where they are right now and then move them on to other possibilities."

#### RUNNING A 21ST CENTURY DISCUSSION

##### WHO

The first step in organizing a 21st century discussion is to decide what you want it to accomplish and which groups in the community you want to work with.

Our reports indicated that almost any group would benefit from and enjoy a discussion of the future. Among the groups which have talked about the 21st century are:

a welfare mothers' self-help group	a 'New Careers' class
political party leaders	an American Association of University Women group
several church groups	a Great Books discussion group
public high school classes	a Women in Communications group
a class in a private high school	a neighborhood preservation group
two groups of union leaders	League of Women Voters groups
Kiwanis Clubs	

#### POSSIBLE GOALS

*Education* -- the presentation of alternative futures through films, role-playing, written material or other devices followed by the discussion. The purpose is to help people become aware of what the future might be like, so that they will be better able to cope with it.

The seminar in San Juan, from which the earlier sections of this publication were taken, is a prime example of a meeting devoted to education about the future. A number of different perspectives on the future and views about the future of specific areas of human activity were laid on the table by knowledgeable people. It was an exciting and informative experience for all the participants. This seminar stimulated the enthusiasm which the Leagues testing the materials took to their own 21st Century meetings. A similar meeting locally, with participants from local industry, labor, universities and government could serve the same function of providing a common basic background on the problems of the future, and generating the same excitement.

*Learning about yourself and others* -- You may want to work with homogeneous groups in the community that you don't normally have much contact with, in order to get a "fix" on their ideas and values or to use the discussion about the future to clarify the concerns of your own group.

In the case of groups with which you are quite familiar, you will know enough to prepare the subject matter and discussion topics yourself.

With other organizations, it is quite important to work with the leaders or members of the organization in designing the discussion format. An illustration: A test League modified the discussion materials to bring in the implications for organized labor; after a very lively discussion by labor leaders, two of the union leaders commented that the discussion materials should have been more directly related to organized labor.

The point is, in our fragmented and specialized society, only someone who is directly involved can know what the relevant questions or issues are in his or her neighborhood, profession, organization or trade. Only through collaboration with individuals from the other groups you hope to attract will you be able to present relevant discussion materials, designed for their level of knowledge and concern, picking people up "where they're at" and moving them along.

These homogeneous group discussions can be used to provide insight into the concerns of others, so that you can work together for common goals more effectively.

*Community communication* -- According to the reports from test Leagues (and our experience at the initial 21st Century meeting), heterogeneous groups are the most difficult to work with and the



hardest in which to get a good discussion going. However, in terms of improving our government and our society, these discussions may have the biggest pay-off.

Mayor Cohen's description of what is happening in St. Paul may well be happening in your community also.

"We find none of ourselves talking with one another.

One of the greatest problems at our local level is learning how to talk with each other and finding out what our common problems are, and this in just a very small area, one ten-thousandth of the world, my city. So I'm not all too sure that anybody is planning on a national level when we can't even get anyone to plan for 310,000 people."

In organizing a heterogeneous discussion group, it is important to remember that people will be coming to the discussion with different vantage points on reality, and they will have real difficulty in communicating with each other. They probably won't have any trouble talking, but they will bring different though unexpressed value systems, concerns, and assumptions to the discussion table.

Of inestimable value in this kind of discussion is the use of a two-person team. One person, the discussion leader, is responsible for keeping the discussion moving in an orderly and productive way. The discussion leader should have some basic knowledge of the subject matter in order to encourage the exchange of ideas and channel the conduct of the meeting.

The second person in the team is responsible for seeing to it that members of the discussion are really communicating, as well as discussing. The lack of a common background and assumptions in the heterogeneous group discussions makes it important to have someone working with the discussion leader who can be constantly watching the "communications process" to determine when misunderstandings are taking place. This person might point out to the discussion leader:

"I think Mr. Brown made an assumption that the rest of the group doesn't know about." or "I don't think Ms. Blue understands the reference Mr. Green made to Parkinson's Law...perhaps he could clarify it."

In short, the discussion leader organizes and directs the discussion, while the second person assists the discussion leader in making sure it really is a discussion and helps participants clarify their thoughts for the group.

#### THE DISCUSSION ITSELF

There are a number of publications which give advice on how to run successful meetings. You will find some of these publications listed in the Resources section.

The comments which follow relate specifically to discussions

of the future and come from the experiences of those who have already held future discussions. As mentioned before, the test discussions were held with a wide variety of groups. In addition to the discussion groups, two Leagues presented educational TV programs based on 21st Century materials, and one made a role-playing presentation which was well-received.

There was general agreement that the short 1-1/2 to 2-hour meeting was not long enough (a group of labor leaders extended their discussion an hour after it was scheduled to end in order to cover more ground; a group of students asked the discussion leader to come back the next day so the discussion could be continued). On the other hand, an all-day meeting went splendidly through the morning, but then "people settled down to lunch and that was the problem. It doomed the afternoon session to mediocrity; people were simply all talked out." Another time this group's leader could structure the lunch hour into discussion groups, to take advantage of the desire to talk right then, and end the meeting early in the afternoon.

The following description of three discussions should give a feel for the problems and potential in running 21st Century discussions.

**1** Small discussion group. Self-help welfare mothers-- Participants: five mothers, two of their children, three Leaguers--held at the home of a Leaguer--3-4 hour discussion at night.

Material presented: Informal discussion allowed pretty much to run free--Leaguer who knew these women asked three questions: 1) If the world goes on as it is going now, where will we be in the 21st century? 2) Where would we like to be in the 21st century? 3) What kind of government do we need to get us where we want to be?

How the discussion went: Very interesting, free-flowing. No need to stimulate this group to talk. They've spent a good deal of time thinking about their own situation, about the government and society, and have a lot of opinions. Much time was spent on the present. General discouragement about the government and society, little feeling that they could do anything to change things. They've no time to work for the future--main concern is in finding enough food to get by on today.

**E** Two high-school classroom discussions. About 25 students per class; 50-minute discussion.

Material presented: League member led the class with the assistance of the regular teacher. Basically the same three questions as were used in the welfare group were presented--but with a good deal more prompting needed to keep it moving.

How the discussion went: Not very fast-moving, partly due to the fact it was the day before the last day of school, partly due to the fact that the students had difficulty contemplating the

future. Much discussion centered on the present. Much dealt with larger issues such as war and peace and global ecology. Some concern about the economic situation in this country. General pessimism about the individual's ability to change the way things are going.

**2** Two high-school classroom discussions. Each about 25 students, each about two hours long.

**Material presented:** Discussions were led by regular classroom teacher. The 50-minute film Future Shock (McGraw-Hill) was used to stimulate discussion of the future. In one class, the film was stopped at intervals to allow for discussion of specific topics (technological capability to create artificial people; variety of life-styles, etc.). General discussion, relating to the film, was held in the other class at the end of the entire film.

**How the discussion went:** Both classes were considerably more lively than the ones led without Future Shock, but some students seemed to take some time to react to the film--it overwhelmed them. The film did an excellent job of presenting some of the many possibilities and problems facing us in the future. It opened students up to possible choices they had not considered.

**Other comments:**

"It appears that the best use of the materials with which we worked would be through a series of meetings. The 1-1/2 to 2 hours is not satisfying to anyone concerned. Every effort should be made to get organizations to schedule a series and not just work it into their meeting day as a program."

"It appears from our limited experience that a homogeneous group will be the most successful, especially if the discussion starts on common ground, or a common area of interest."

"One of the keys to success in this type of discussion is the adeptness of the discussion leader."

"Materials can be used in many different ways...among others: panel, debate, role-playing, fantasizing, attacking specific questions by writing alternatives and consequences. Whatever the technique, it should be geared to force participants to be definitive."

## NOW WHAT!

The test-group discussions about the future didn't stay abstract. They produced a strong desire to do something now to affect that future. The Leagues which have run 21st century discussions essentially agreed that there was a real need for the inclusion of materials on "how to get where we want to go."

When you run a 21st century meeting, therefore, be prepared to provide help to the group in bringing about change. The Resources section contains information on change tools available from the League of Women Voters. You may want to provide some of these publications to discussion groups which are itching to do something.

If the discussion seems to focus around one or two major areas of concern, it could be very helpful to arrange another meeting for this group and invite relevant experts to attend. The experts could work with the group to indicate where they might take effective action in specific fields such as transportation or the environment.

Keep in mind this potential for action as you embark on a 21st century project or discussion.

# RESOURCES

## BOOKS

The basic popular book in this field is Alvin Toffler's Future Shock (Bantam Books, \$1.95). It covers a wide range of human activity at a very fast pace and has good notes for further reading. There are many other excellent books on the future, a few of which are listed in the bibliography at the end of this section. And don't forget science fiction; some of the best of this genre is excellent in providing imaginative approaches to the future.

## ASSOCIATIONS

The World Future Society (4916 Saint Elmo Avenue, Washington, D.C., 20014) was founded in 1966. Among its objectives are: "To contribute to a reasoned awareness of the future and of the importance of its study, without advocating particular ideologies or engaging in political activities...to increase public understanding of future-oriented activities and studies."

In addition to its bimonthly publication, The Futurist, the society maintains a speakers bureau, audiotape library, and a book service. (Many of the books listed in the bibliography are available through the book service.)

## FILMS

Two very good general films on the future have been produced by McGraw-Hill Films (Education Department, 1221 Avenue of the Americas, New York, New York, 10020). The film Future Shock (42 minutes) is an excellent introduction to problems of the future and has been used very successfully with high school classes. The Futurists (25 minutes) is more sophisticated, including as it does interviews with futurists such as Buckminster Fuller and Herman Kahn. These films may be available through your public or university library system, or you may order direct from McGraw-Hill for a rental fee.

The World Future Society issues a 60-page selective listing of films. Films on the Future: A Selective Listing by Marie Martin is available from the society for \$3.00.

Many libraries have film collections. Check with your public or university library to see if they have films on selected aspects of the future which would be appropriate stimuli for your discussion.

## CHANGE TOOLS

Several League of Women Voters Education Fund publications may be helpful to you when your discussion group says, "What can we do?" They are:

The Politics of Change, 16 pp. (Pub. No. 107, 35¢).

Getting It All Together: The Politics of Organizational Partnership, 16 pp. (Pub. No. 674, 25¢)

Getting Something Done, 32 pp. (Pub. No. 637, 30¢).

The following Education Fund publications, while dealing with specific subject areas, are also loaded with action techniques:

Going to Court in the Public Interest, 16 pp. (Pub. No. 244, 25¢).

Removing Administrative Obstacles to Voting, 12 pp. (Pub. No. 151, 30¢).

So You Want to Do Something About Water Pollution, 8 pp. (Pub. No. 155, 20/\$1).

The League's publication Meaningful Meetings (Pub. No. 319, 40¢), while designed for the League process of "reaching consensus," can be a helpful guide in both the original discussion and in follow-up meetings on "what to do about it."

## AND MORE BOOKS

Annotated except where title makes subject obvious.  
Bagdikian, Ben H., Information Machines: Their Impact on Men and Media, Harper and Row, 1972, \$8.95. A professional journalist looks at the impact of technology on freedom of press, etc.

Baier, Kurt, and Rescher, Nicholas, Values and the Future: The Impact of Technological Change on American Values, Free Press, 1969, \$4.95.

Bell, Daniel, The Coming of Post-Industrial Society: A Venture in Social Forecasting, Basic Books, 1973, \$12.50. Explains the comprehensive picture of the new "knowledge society" emerging out of the older corporate capitalism.



- Bell, Daniel, ed., Toward the Year 2000, Beacon Press, 1969, \$2.95. Book version of special issue of Daedalus, Summer, 1967, based on work of Commission on the Year 2000.
- Bell, Wendell and James A. Mau, eds., Sociology of the Future, Russell Sage Foundation, 1971, \$12.50. Thirteen social scientists discuss the sociology of the 1970's, its possible shapes, arms and roles.
- Best, Fred, ed., The Future of Work, Prentice-Hall, 1973, \$2.45. An interesting, brief introduction to current trends in the nature of work.
- Brown, Lester R., World Without Borders, Random House, 1972, \$8.95. Also available in paperback, \$2.95. An overview of world problems and what can be done to solve them.
- Chaplin, George and Glenn D. Paige, eds., Hawaii 2000, University of Hawaii Press, 1973, \$9.95. Origins, process, products and evaluations of the governors' conference on the year 2000.
- Clarke, Arthur C., Profiles of the Future: An Inquiry into the Limits of the Possible (revised edition), Harper and Row, 1973, \$7.95. A classic book about the future.
- Cleveland, Harlan, The Future Executive: A Guide for Tomorrow's Managers, Harper and Row, 1972, \$5.95. Developing management ideas.
- Cole, H.S.D., Christopher Freeman, Marie Jahoda and K.L.R. Pavitt, eds., Models of Doom: A Critique of the Limits to Growth, Universe Books, 1973, \$2.95. Thirteen Sussex University scientists claim that the MIT group's (Limits to Growth) methods, assumptions, data and predictions are faulty, that their world model--with its built in Malthusian bias--does not accurately reflect reality, and that their policy recommendations are a counsel of despair, impossible to implement.
- Diebold, John, Business Decisions and Technological Change: Case Studies in Modern Management, Praeger, 1970, \$10.00. Applies also to government. Helpful in understanding the problems of adaptation to technological change.
- Eurich, Alvin C., High School 1980: The Shape of the Future in American Secondary Education, Pitman Publishing Corp., 1970, \$8.95. Twenty essays by well-known educators.
- Ewald, William R., Sr., ed., Environment for Man: The Next 50 Years, Indiana University Press, 1967, \$2.95. The city in the

- future, commissioned by the American Institute of Architects.
- Ewald, William R., Jr., ed., Environment and Change: The Next 50 Years, Indiana University Press, 1968, \$4.95. A general source book.
- Forrester, Jay W., World Dynamics, Wright-Allen Press, 1971, \$9.75. Initial material developed by Club of Rome Study.
- Francoeur, Robert, Eve's New Rib: Twenty Faces of Sex, Marriage and the Family, Harcourt Brace Janovich, 1972, \$6.50. A readable book on possible developments in marriage and the family.
- Fuller, R. Buckminster, Utopia or Oblivion: The Prospects for Humanity, Bantam Books, 1969, \$1.25.
- Fuller, R. Buckminster and Robert Marks, The Dymaxion World of Buckminster Fuller, Doubleday, 1973, \$4.95. Good introduction to Fuller's thinking. Understandable. Well-illustrated with photographs and sketches of his projects.
- Gabor, Dennis, The Mature Society, Praeger, 1972, \$7.50. A view of the social future by a Nobel prize-winning physicist.
- Hamilton, Michael, New Genetics and the Future of Man, William Erdman Publishers, 1972, \$69.5. Includes a section on pollution and health.
- Hellman, Hal, Biology in the World of the Future, Evans and Co., 1971, \$4.95. A popular summary, one of a series which follow.
- Hellman, Hal, Communications in the World of the Future, Evans and Co., 1969, \$4.95.
- Hellman, Hal, The City in the World of the Future, Evans and Co., 1970, \$4.95.
- Hellman, Hal, Transportation in the World of the Future, Evans and Co., 1968, \$4.95.
- Jungk, Robert and Johan Galtung, eds., Mankind 2000, Universitetsforlaget, 1969, \$7.95. A look at the future in a number of fields--including international, material and social.
- Kahn, Herman and B. Bruce Briggs, Things to Come, Macmillan, 1972, \$6.95. Forecasting to 1985.
- Kahn, Herman, and Anthony J. Weiner, The Year 2000, Macmillan,

- 1967, \$9.95. Various projections of possible futures.
- Kemeny, John, Man and the Computer, Scribners, 1972, \$6.95.
- Kettle, John, Footnotes on the Future, Methuen, 1970, \$3.00. General, readable.
- Kostelanetz, Richard, ed., Beyond Left and Right, Apollo, 1969, \$2.95. A good source book. Includes selections from Fuller, Kahn, Boulding, McLuhan and others on most topics of interest.
- A Look at Business in 1990, Government Printing Office, \$5.25. From the White House Conference on the Industrial World Ahead.
- Marien, Michael Alternative Futures for Learning: An Annotated Bibliography of Trends, Forecasts and Proposals, Syracuse University Research Corp., \$5.00.
- Martino, Joseph P., ed., An Introduction to Technological Forecasting, Futurist Library, Gordon and Breach, 1972, \$7.00. This book is intended for the reader who wants to know about technological forecasting, but not necessarily to do it.
- McHale, John, Ecological Context, George Braziller, 1970, \$7.95. As the title indicates, by an outstanding "futurist".
- McHale, John, The Future of the Future, George Braziller, 1969, \$7.95. Also available in paperback, \$1.50. By an outstanding futurist who formerly worked with Fuller.
- McHale, John, World Facts and Trends, Macmillan, 1972, \$2.95. For the general reader; text focusing on the interrelationships of key trends at the world level.
- Meadows, Donella H., Dennis L. Meadows, Jorgen Randers and William W. Behrens III, The Limits to Growth, Universe Books, 1972, \$2.75. Reports that computer simulations of global conditions--pollution, population, natural resources, etc.--indicate that the world is approaching collapse.
- Perloff, Harvey, ed., The Future of the U.S. Government: Toward The Year 2000, George Braziller, 1971, \$7.95. A number of experts look at where the U.S. government may end up.
- Reich, Charles, The Greening of America, Random House, 1970, \$1.95. What is perceived as "the generation gap" may really be the beginning of a new ethic for America.
- Reischauer, Edwin O., Toward the 21st Century: Education for a

- Changing World, Knopf, 1973, \$5.95. A look at our changing world and future education requirements by an outstanding scholar and diplomat.
- Shuman, James B. and David Rosenau, The Kondratieff Wave: The Future of America Until 1984 and Beyond, World Publishing Co., 1972, \$6.95. Readable, based on one economic theory.
- Skinner, B.F., Walden Two, Macmillan, 1960, \$2.25. A utopia based on principles of behaviorial psychology.
- Taylor, John G., Shape of Minds to Come, Weybright and Talley, 1971, \$6.95. Research into the brain and implications for society of what is being discovered.
- Theobald, Robert, An Alternative Future for America II, Swallow Press, 1968 and 1970, \$2.00. General and readable.
- Theobald, Robert, Futures Conditional, Bobbs-Merrill, 1972, \$3.95. An excellent sourcebook for high school age range.
- Theobald, Robert and J.M. Scott, Teg's 1994: An Anticipation of the Near Future, Swallow Press, 1972, \$2.50. One future world.
- Thring, M.W. Man, Machines and Tomorrow, Routledge and Kegan Paul, 1973, \$7.00. Inventor Thring, best known for developing household robots, here reflects on what technology might mean in creating a better society.
- Tugwell, Franklin, Search for Alternatives: Public Policy and the Study of the Future, Winthrop Publishers, Inc., 1973, \$5.95. Overview of what is being done in futures research.
- Vonnegut, Kurt, Player Piano, Holt, Rinehart and Winston, 1952, \$6.00. Also available in paperback from Bard Books, \$1.25. A novel of the future.
- Wolfgang, Marvin E., ed., The Future Society: Aspects of America in the Year 2000, The Annals, The American Academy of Political and Social Science, 1973, \$3.00. Covers a number of areas, including a section on the future role of women by Suzanne Keller, professor of sociology at Princeton University.
- Young, David, A New World in the Morning, Westminster, 1972, \$3.25. Mood drugs, cloning and other possible medical developments. A good bibliography.

LEAGUE OF WOMEN VOTERS EDUCATION FUND

Order from

League of Women Voters of the United States  
1730 M St., N.W., Washington, D.C.  
Pub. #457 60¢ a copy



Highway 280

Eustis

Larpenteur

traffic light

nursery

club house

Univ golf course

Cleveland

2279

Waldo's

Falwell

bottom of hill

Vincent

Jenkins

Northrup

Coffman

St. Paul campus

Como Ave.

Group Health Como Clinic

Directions from Mpls, Northfield, etc.

Take 35 W to 94 east to 280.

Take Larpenteur exit. Turn right onto Larpenteur (east). Go through traffic light (Eustis & Larpenteur).

Pass the nursery (on your right) & Univ. golf club house (on your left). Take next right (Coffman St.). Go 1 block.

Turn right onto Falwell.

My house is old white colonial 2279 at the bottom of the hill on your right.

RESOLVED: THAT THE PRIMARY PURPOSE OF LWVMN BE TO PREPARE  
WOMEN FOR LEADERSHIP POSITIONS AT ALL LEVELS OF GOVERNMENT

League women are involved in government at all levels within their communities. They hold both elected and appointed posts, serving on school boards, zoning commissions and city councils. For the most part, LWVMN has been their training ground. Through the League, they've gained knowledge and experience in dealing with the complexities of the governmental process. As a result, League women are effective leaders.

If LWVMN believes that informed and active participation in government leads to better government, than its top priority should be to continue to help train its members for decision-making positions within their communities.



RESOLVED: THAT THE LWVMN'S MAIN PRIORITY SHOULD BE TO BECOME A MORE VISIBLE AND VIABLE FORCE IN THE COMMUNITY.

While membership figures for the LWVMN show an increase over last year, there has been a marked downward trend over the past five years. This is reflected in the national figures, as well. In order to achieve its varied goals, the League must have the volunteer capabilities and financial support that its members provide. With declining membership, all League activities suffer.

By increasing LWVMN's visibility in the community - through active promotion of its publications and resource people and through informal exchanges with other civic-minded organizations - both membership and financial support will increase. The League will be able to function more effectively and be a more viable force within its community. This should be our first priority.

RESOLVED: THAT SERVICE TO LOCAL LEAGUES BE CONSIDERED THE TOP PRIORITY  
OF THE LEAGUE OF WOMEN VOTERS OF MINNESOTA

The strength of LWVMN, and its uniqueness, lies in the fact that it is a grass-roots organization. Local League members are its foundation, and their concerns and opinions form the base for state League programs and action.

The local Leagues, by definition, are smaller than the parent LWVMN. While many local members are highly informed on governmental issues, they often lack professional expertise in the areas necessary to make the League an effective force in their home communities. Finance drives, p.r. efforts, membership drives, the marketing of publications and League speakers to the broader community - all are areas where the local Leagues could benefit from LWVMN assistance on a continuing basis. Adequate (and this means frequent) communication with local Leagues would help alleviate misunderstandings such as those we have recently experienced.

LWVMN does not exist in a vacuum. Its governing board comes from the local Leagues. Its membership consists entirely of local League members. The state League should function as a support group and resource agency to the local Leagues. As a parent organization, the state League's role should be that of nurturer. Without doubt, LWVMN's prime mission should be service to its local Leagues.

RESOLVED: THAT THE PRIME MISSION OF LWVM IS TO EDUCATE ITS OWN MEMBERS

While involvement in citizen information programs is a logical extension of League activities, it should not be considered the primary goal of LWVMN. The general public has shown, through its voting record and through its noticeable lack of involvement in the governmental process, that it is quite willing to delegate its responsibilities to those more knowledgeable and motivated. In contrast, League members - through their very membership in LWVMN - have exhibited a strong interest in government and have proved their dedication by devoting thousands of volunteer hours to League projects.

If better government is the aim of LWVMN, than its first priority should be to inform those most likely to act upon that information. Citizen information requires too much effort for too little return and should not be the major focus of League activities. In management terms, it is not time/cost effective. League resources (financial, volunteer hours, staff time) are limited and it only makes sense to use them where they are most effective. Therefore, the prime mission of LWVMN should properly be to inform and educate its own membership.

THE FIRST MISSION OF THE LEAGUE OF WOMEN VOTERS OF MINNESOTA IS TO INFORM AND EDUCATE THE PUBLIC TOWARD ACTIVE PARTICIPATION IN GOVERNMENT.

"I know of no safe depository of the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it from them, but to inform their discretion by education."

Thomas Jefferson

Our country was founded on the premise that citizen participation is basic to the democratic process. Recognizing that a participatory democracy is fundamental to a responsive government, LWVMN reaches beyond its own membership to the broader community. As a non-partisan organization, it offers the public reliable, impartial information on important issues, helping them become more knowledgeable and effective citizens.

LWVMN believes vigorous citizen participation in American government is not just a good idea but is an indispensable one. It believes that citizens are the government and that if they have good information, they will make good choices - for themselves, for their communities, for their state and for their nation.



RESOLVED: THAT VOTER INFORMATION AND REGISTRATION BE THE PRIME MISSION OF LWVMN

During this past federal election, Minnesotans had a record turnout of over 80%. Much of this can be attributed to the joint efforts of the League of Women Voters and the Secretary of State's "get out the vote" campaign. It might also be remembered that there was a unusual interest in the presedential election.

Voter turnout at other elections, however, has been less than admireable. The percentage of those voting goes down proportionately for state, city and county elections. At the low end of the scale are the school board elections, with only around 2% of the citizens voting on who will administer the community's educational needs.

In order to promote political responsibility amoung the Minnesota publics, the League must take a more active role in helping citizens understand the issues. They must educate them as to why they should vote - inform them about the duties and responsibilities of the post for which a candidate is running. Through the self-confidence that comes from knowledge and the awareness of how their lives might be affected, the voters would become motivated to become more politically responsible citizens. Therefore, the LWVMN should make its first priority the registration and information of voters.

RESOLVED: THAT ACTION EFFORTS BE CONSIDERED THE FIRST GOAL OF LWVMN

If the purpose of LWVMN is to achieve better government, than the most important vehicle in attaining this end is through its lobbying efforts. Taking action on positions is something the state League does particularly well, and it is a major thrust of League activities. Each session it sponsors an all-day lobbyist training seminar, dispensing over 100 lobbying kits. Four to five Capitol Letters are published each session. The mechanics of producing it takes two days, with the full-time efforts of two staff people. Thirteen and a half percent of a recent Voter was devoted to action items.

An educated guess by a board member/lobbyist indicated the seven board lobbyists spend one-half their League hours in action issues - monitoring hearings, giving written and oral testimony, attending the monthly action meetings and other related committee meetings, and in actual lobbying. One staff member who works 25 hours a week spends five of those hours doing the books and the other 20 on action matters.

It is apparent that action is already a de facto priority of LWVMN. I would suggest that this be formalized by designating action as the prime goal of the League of Women Voters of Minnesota.

RESOLVED: THAT THE FIRST MISSION OF LWVMN BE TO INFORM AND EDUCATE THE  
PUBLIC

It seems obvious that the stated purpose of the League, "to promote political responsibility through informed and active participation of citizens in government," is a clear mandate to devote our efforts toward the larger community of the general public. "Citizens" does not mean just League members. If we are to truly be a democracy and if legislation is to represent the will of the people, then the citizen is the most important quotient in the governmental equation.

The League is an elite organization. It's members are on the high end of the IQ scale. They are interested in the political process. They are an informed, aware, activist group. They form an effective organization. I believe they must act in sharing their information and understanding of the governmental process with their fellow citizens. They are the one organization best qualified to do so.

The basic tenet that ours is a government by and for the people will not change. In actual fact, however, it is a government which is responsive - not to the needs and desires of individual citizens - but to elite power groups. This will not change until the people of the country are informed and knowledgeable enough to feel comfortable taking action. It should be the job of LWVMN to see that this happens, at least in the state of Minnesota. Unless it wishes to perpetuate a government influenced by the elite, the League's primary purpose should be to inform and educate all our citizens.

Dear Old/New Board Member,

Enclosed are the rated list of priorities, with accompanying paragraphs. I would appreciate any comments. The Development Committee will consider them when writing a draft for a random sampling of fifteen League presidents, to be presented in an informal caucus at Northfield. The draft will be sent to them prior to the Convention. A final draft, incorporating their input, will be mailed to State Board Members for their consideration. A portion of the June Board meeting will be devoted to approval of the draft and "plugging in" of program items and activities. This will translate into a long-range time line and will constitute the basis of the League's case statement. The Board will, of course, be consulted throughout the development of the statement for its input.

Sincerely,

Judy Medelman



Helene

## CHALLENGE OF THE FUTURE

### Task Force to Investigate the Structure of the League of Women Voters of Minnesota

For the past 10 years the League of Women Voters has experienced a consistent annual decline in membership. At its November Board meeting the LWVMN authorized the formation of a TASK FORCE whose purpose will be to investigate and evaluate the current structure of the League of Women Voters and to make recommendations concerning necessary modifications. The intent is not to repeat the "Endangered Species" study conducted by LWVUS but to address ourselves to the changing make-up of our society and the impact it has on our organization.

The direction from the Board included emphasis on the time that be allotted this project - the feeling was that the Task Force should have a report ready for the January Board meeting. Your involvement on this committee would be invaluable. The first meeting is scheduled for Monday, December 10th at 9:30 a.m. in the State Office. Please notify the state office of your willingness to participate.

Thank you.

Milo Schefers  
Membership

# memorandum

League of Women Voters Education Fund

January, 1974

This is going on DPM

TO: State and Local League Presidents

FROM: Nan Waterman, Chairman, Research and Projects

Here is a copy of the 21st Century Project pamphlet If We're Going to Play the Futures Game described in the flyer we sent you last fall. The pamphlet is designed for Leagues and other community groups to use in planning citizen discussions on the Future. We think you'll agree that the pamphlet contains provocative and mindstretching material which can be used to stimulate citizens in your communities to identify the future implications of today's problems and to discuss how they can help shape the future.

The pamphlet is the outcome of a project initiated by the Research and Projects Committee and sponsored by the Education Fund with funds from the Carnegie Corporation of New York. Five local Leagues tested preliminary material, developed from a 21st Century Conference, by setting up discussions of the Future in their communities. The final material reflects their experiences and recommendations.

The booklet contains

- ideas about the future of our country.
- hints on how to run discussions about the Future.
- sources for more information about the Future.

This is a Research and Projects publication, not associated with a specific program. It is up to you to decide whether and when and how to use it. We hope you and your Board will read Play the Futures Game and think about where a discussion on the Future might help identify your Leagues and community's concerns and possibilities for dealing with them. If you decide to serve as a catalyst in your community the potential for Future program choices and activity is obvious.

(over)

What can you do?

- Organize community discussions to discuss where your community is going, and whether you like it. This is an excellent way to make contact with groups you don't normally work with.
- Have a Futures discussion at annual meeting; at unit meetings.
- Conduct a discussion of the future of the League. How well equipped is the League to deal with the 21st Century?
- Organize a Future - oriented community discussion focused on one issue, such as transportation patterns, housing, jobs, schools.

Possibilities are endless. We hope Play the Futures Game will help you help your community understand that "What happens tomorrow is based on what happens today!"

M  
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TO: All State Board Members

FROM: Nancy Atchison

SUBJECT Goals and Objectives .

**LEAGUE OF WOMEN VOTERS OF MINNESOTA**

555 WABASHA

ST. PAUL, MINNESOTA 55102

PHONE: 224-5445

DATE August 6, 1975

During discussion at the Board meeting yesterday, the goal we chose for total Board emphasis was:

To enhance the image of the state Board as leaders in the State of Minnesota. (does that rewording suit you?)

Each Board member is requested to consider how she, as a person and through her own portfolio, can contribute to reaching that goal. Please use the attached worksheet to develop objectives. You may not be able to carry each objective through each step. But do list those that occur to you, develop them as far as you can for now and return your worksheet to me by August 19.

A committee was appointed to put these together into a cohesive whole in time for the next Board agenda. We are Nancy Atchison, Helene Borg, Dottie Stone and Mary Watson; ex officio, Jerry Jenkins.

(For committee only: I'll have to phone you after my family schedule is determined to set up a time to meet.)



GOAL - To increase effectiveness of the League of Women Voters by enhancing image of League in Minnesota

Objective 1: To make contacts with state leaders to increase visibility and enhance Board members' knowledge of people and issues. (Measure is number of contacts and reports.)

- Steps:
1. Each Board member submit by November 11 a list of proposed contacts for year with timetable for accomplishment; list to include those to be invited to lunch with Board and those to be visited.
  2. Develop plan for discussion - including giving information about LWVMN and getting information about how state agency affects LWV program where appropriate and emerging issues in state government.
  3. Give at least one piece of literature regarding LWV, e.g. PROGRAM FOR ACTION, LEAGUE SUPPORTS, FACTS or something more specific.
  4. Make call.
  5. Fill out report form (report form will be developed by Atchison).

Objective 2: To provide opportunities for increasing knowledge and skills.

- Steps:
1. Plan for seminars and workshops under appropriate portfolios.
  2. Each seminar and workshop committee should prepare goals in keeping with increasing effectiveness.
  3. Hold workshops and/or seminar.
  4. Prepare evaluation report by responsible committee for discussion at Board meeting.
  5. Discuss evaluation at Board meeting.
  6. Keep record of workshops and seminars for future reference.

Objective 3: To provide the public with information about the League of Women Voters.

- Steps:
1. Get a PR chairman.
  2. Publicize current leadership and their League activities.
  3. Publicize League publications and special programs.
  - 5 4. State Board members will be available for local League activities to add prestige of larger organization and increase visibility of state leaders.

Objective 4: To promote League program through effective League action.

- Steps:
1. Develop a corps for effective lobbyists.
    - a. Recruit and assign topics to lobbyists and observers.
    - b. Provide training opportunities for same.
    - c. Coordinate lobbying activities through program chairmen.
    - d. Program chairmen retain responsibility for assessing effectiveness of individual lobbyists.

2. Influence development of legislation at all stages.
  - a. Get acquainted with legislators through interviews and other personal contacts.
  - b. Keep up with progress of legislation by observing committees and hearings.
  - c. Maintain contact with other lobbying groups.
  - d. Document local needs through questionnaire for credibility in influencing legislation.
  - e. Prepare legislative proposals for submission to proper legislative committee member.
3. Involve LWV in litigation when appropriate to our goals.
4. Monitor government to determine whether and how laws (LWV supported) are being implemented.
  - a. Each program chairman to develop list of agencies to be monitored.
  - b. Determine method of monitoring (personal observation, newsletters, periodic interviews, etc.)
  - c. Appoint persons to assist when necessary.
  - d. Meet with these persons as needed to compile information.
  - e. Communicate to local Leagues and public as required.

5. Coordinating local League action

League of Women Voters of the U.S.  
1730 H Street NW  
Washington, D.C. 20036

## Retreat on Development?

Leadership Development  
Session III B3: Priority Setting  
Participant Handout

*disseminate  
somewhere after*

*1/2 questionnaire back  
(overnight network)*

### THESE ARE THE THINGS LEAGUES TRY TO DO:

1. Provide speakers for community (elections and League Program items)
2. Provide discussion leader training
3. Provide information to voters on candidates. . . via meetings, questionnaires
4. Inform the public about the League
5. Use radio, T.V., newspapers to inform voters
6. Help local Leagues and ILOs
7. Keep members interested and involved
8. Lobby and testify
9. Prepare resource materials on League studies
10. Keep members informed through bulletin
11. Provide resource training
12. Train Leaguers to train others (Discussion Leaders, Speakers, Leadership, etc.)
13. Publish. . . editing, printing, mimeographing
14. Maintain contact with business and community leaders
15. Make finance calls
16. Study issues and arrive at consensus
17. Train speakers
- 18. Raise money by direct solicitation in the community
19. Raise money by other activities. . . publication sales, speaker's fees, special projects, etc.
20. Get member involvement in effective action on all levels of government
- 21. Educate the community on pertinent issues
22. Involve the community in more active citizenship
- 23. Promote the use and sale of publications within the LWV and community
24. Provide phone service to answer the community's questions about:  
elections and candidates, government, representatives and districts,  
League activities
25. Conduct and report on Legislative interviews
26. Observe governmental bodies, commissions, hearings, etc.
27. Survey Community Services; e.g., County Registrar's office, other county services
28. Decide on new areas of study. . . local, county, state and national
29. Present resource material to members
- 30. Conduct Registration Drives
31. Maintain an office
32. Keep members informed about activities of other levels of League
33. Monitor enforcement of laws, regulations
34. Litigate
- 35.
- 36.
- 37.
- 38.
- 39.
- 40.

M TO: Board Members

E FROM: Jerry Jenkins

M  
O SUBJECT Vertical report from Local  
Leagues needed

LEAGUE OF WOMEN VOTERS OF MINNESOTA

555 WABASHA

ST. PAUL, MINNESOTA 55102

PHONE: 224-5445

DATE November 4, 1975

Please sub-categorize your Program/Action portfolio in order for us to help local Leagues report in a vertical program manner rather than "national," "state," etc.

In addition, please indicate name, address, phone number of the state counterparts (on-Board, off-Board) in these sub-groups -- your committee members by subject matter, in other words -- so local League people know whom to contact.

If you are assuming you and your committee members have counterparts on the local level, please label your assumptions so we can find out what the realities are.

Also, the office should have names of organizations, groups, contact people, addresses, phone numbers of those with whom you work in coalition.

Remember: Bring to November Board meeting, please.  
Please put your name on your report sheet.  
List off-Board people as well as on-Board.

70: 75-17 Brd

HL - send by-law change to state

Board Meeting--June 16 and 17--9:30 a.m.--Bring bag lunch both days

June 16

ORIENTATION

- 9:30-10:00 Nonpartisanship policy  
Working in coalitions
- 10:00-10:30 Office procedures -- H. Herb
- 10:30-11:00 Speaking and writing for LWVMN
- 11:00-11:30 ~~DEVELOPMENT - DISTANCE~~
- 11:00-12 Question and answer time
- 12:00-12:30 Lunch
- 12:30-1:30 Consultant Training--C. Cushing
- 1:30-1:45 Relationship of Brd. member to her own local League
- 1:45-2:45 Relationship of and procedures re Brd. and committees
- 2:45-3:45 Board Memo, VOTER -S. Amundson
- 3:45-4:00 Responsibilities for workshops, Council, FSG, and other state meetings

Priority

June 17

Regular Board Meeting

9:30

(This is not a complete agenda because requests for time on the agenda have not been submitted as yet)

1. Appointments to the state Board
2. Appointments of Brd. members to Nom. Comm, Budget Comm.
3. Set state Council time and place--one day or two?
4. Calendar planning and OUTLOOK
5. Discussion of possible people to fill PR and Financing State Govt.
6. Discussion of Fall Workshops, Columbus Day conference, FSG, Leadership Training *Lobbyist Training*
7. Set deadline for OUTLOOK contributions--agree on procedures
8. Discuss publications: Let's Talk League  
State bylaws as amended  
Program for Action  
League Supports  
Publications Catalog  
Others?

9. Treasurer--signature cards, banks, etc. Who is 4th signature?

~~Aug Bd come to Com. mtg. schedule~~

~~Outlook to Larry by 30th~~  
~~off Bd com. in 6 wks~~

~~Budget Com.~~

~~Go over Prog. for Action~~

~~Bd. Memo mat. Fr. following~~  
~~Bd mtg~~  
~~Jean wire lg. + Janet~~  
~~for Capital Letter~~



JOINT BOARD MEETING  
1975 Board plus  
1975-77 Board  
and Nom. Comm. Chrm  
and Budget Chrm.

June 11, 1975  
10-2:30  
Box lunch and  
drinks provided

St. Christopher's Episcopal  
Church, Roseville,  
Hiway 36 and Hamline

MIN HORIZONS

- Purpose: 1) To discuss long range goals of LWVMN  
2) To discuss short range goals (preparation for  
calendar-planning and OUTLOOK  
3) To facilitate exchange of portfolios and ideas

10-11:00 Trend analysis--What state are we in? Where are we going?  
Mind-stretch (not-blowing) ~~XXXXXXXXXXXXXXXXXXXX~~ ~~XXXXXXXXXXXX~~  
~~XX~~  
~~XX~~

Predict for the year 2000 in the state of Minnesota (be optimistic!)

Social mood: What will state government be doing to resolve social problems?

Economic performance: Will Minn. show economic expansion or contraction? In what sectors? What role will state govt. play?

Environmental quality: What will state govt. do about air, water, land use, and other natural resources?

Legislative ~~XX~~organization: What ~~XXXXXXXX~~ will structure, procedures, rules, etc. be like?

Political structure: What role will parties play? Where will power rest?

Cost of government: What will the public be willing to pay for state government? Where will the money come from? What about paying for schools, correctional facilities, health care, courts, etc. What will be the cost of local and regional governments? Where will the money come from?

Predict for the year 2000 the state of the LWV of Minn.:  
(if Minn. turns out according to your predictions what then for LWVMN?)

Assets: What are the most valuable resources of the League today?  
Will we build on them, abandon or trade them in on new ones?

Goals and Objectives: What will LWVMN be seeking in 2000?

Activities: What will LWVMN be doing to achieve these goals and objectives?

Organization and structure: How will LWVMN be organized to carry out the activities?

Membership: What will a LWVMN self-study reveal in 2000?

Money: How much money will be needed and where will it come from to carry out LWVMN activities?

Planning Priorities: What do we do between 1975 and 2000 to move toward the effective LWVMN of 2000?

-2- June 11 Joint Board meeting cont.

11-12:00 What happened at Convention? Were priorities set in the budget?  
In Program? In Action? In methods of work? Short range goals?  
Long range goals?

12:00-12:30 Lunch

12:45-1:45 What's on the LWVMN calendar for 1975-76?

1:45-2:30 Counterparts meet to discuss OUTLOOK, ways to get the job done

Sign up for: (with Pat Lucas)

Place to stay on 16th (includes bag lunch for 17th)

Dinner on 16th

Transportation

#### Information:

There are two board positions not filled: PR and Financing State Govt.

Mary Davies has agreed to "mother" International Relations

Mary Ann McCoy has offered to work with Mary D. and attend

World Affairs Center functions

#### Questions:

Georgeann Hall has agreed to do Finance advice to  
Local League

Time of August Board meeting? Aug. 5 or 12?

Do you wish to continue having Board mtgs. on 2nd Tues. of month?

To: Georgeann, Nancy, Mary P.

From: HH, om

Re: Things to think about when doing budget preparations for coming years  
May 18, 1976

Assumptions: More Leaguers are and will be looking for jobs. Right now I can think of three on the Board who are looking actively for employment.

We desperately need good publicity if we intend to remain a viable organization.

We are looking for more and more nonmember sources of funding which takes time to develop, present and get.

If we intend to attract more younger members, we are going to find that they are not so willing to give of their time - and LWV does take a lot of that. They are more willing to put their money where their mouths are probably, and not be bothered with the "busy" work.

Possible solutions:

Hire an executive director whose responsibilities would be in the area of grantsmanship, finding funding sources, possibly doing research on the side. Turn over the P.R. to that person. Common Cause has an "in" with the press because they take the time to do the necessary leg work - like meet with Steve Alness, Sumpter and all the other "biggies" in the media, tell them what the organization is about, and hand deliver press releases to them. This latter means they get their organization's name in the paper when there is an agreement with CC's stand. (Like the Ethical Practices Board editorial in last night's STAR.) If this person had editorial skills so much the better, 'cause the e.d. could also do the editing. On second thought, if the e.d. does all that, there won't be time for researching. And I ain't bucking for that job. Cost would be in the neighborhood of \$12000+. If this were done I think we could get along with the staff we have now, perhaps reduced by one (action) if needed, because some of the action things could be handled by the office manager and also would be covered by the e.d. when the need arose and particularly if we have a good relationship with the media.

Hire a part-timer who could do the above but leave action where it is. Perhaps action could be beefed up some to reduce the level of responsibilities to program people who must also direct the study as well as do the lobbying.

Hire a researcher part-time to take over the duties of the program people so they'd be freed for lobbying. There are possibly less demands on people when they're lobbying than when they're doing program research - BUT that I'm not sure of.

Somhow or other we should come to grips - PROBABLY BEFORE ANY DECISIONS ARE MADE ON THE ABOVE - about how the Board wants to operate vis-a-vis the staff and themselves. Since budgeting is really a planning process more than a numbers game, these kinds of things could be talked through when budgeting begins. And there should be a joint meeting with the nominating committee so that there is the benefit of their input into this a well.

All for this time.

BOARD AND STAFF REORGANIZATION COMMITTEE MEETING  
June 1, 1976

JUN 4 1976

Present: Jenkins, Reeves, Hall, Cushing, Atchison, Herb, Borg

Main concerns: Development and Public Relations. Loss of stimulation and less communication if we cut the Board size. Publications. Staff use.

There was discussion of the need for continuity when Board membership changes. Some thought we need precise job descriptions for Board and staff positions. These would be used by the Nominating Committee, Board members, staff and the Office Management Committee. Others said we need to know how Board members perceive their jobs and what they are and are not willing to do. There was some concern that we might have increasing difficulty in getting Board members. We explored ways of rearranging existing staff jobs and possibly establishing a new job with responsibility for development and public relations. This new employee would spend very little time in the office, so could be accommodated in our present space (just barely). The VOTER and CAPITOL LETTER were considered and their relationship to the Publications portfolio. Under total Board responsibility we tried to find some activities that could be eliminated or reassigned - e.g. consultants, but many thought too much specialization would leave us out of touch with the larger organization.

Conclusions: Meet with Office Management Committee for further discussion of the relationship of Board to staff and the wiser use of both.

Continue with a Board of present size, as stated in the By-laws, but with possible juggling of jobs depending on staff considerations.

Eliminate the CAPITOL LETTER editor and insert a phrase under the heading of the paper that indicates that the following articles are "as I see it" reports of lobbyists. With signed articles the contents would be the responsibility of the lobbyists. Borg and Jenkins would read the material for glaring errors, but it would not be edited as it has been. This conclusion will be presented to the Action Committee on June 29th for its approval.

Do not alter directions to the Nominating Committee regarding VOTER editor - at least, not yet. The Publications chairman should be encouraged to count existing publications, review them and make recommendations on what to do with them.

Another report will be ready for the August Board meeting.

This meeting lasted about five hours and we really couldn't get a handle on what we were supposed to be doing. Immediate concerns kept diverting everyone. We wondered if a different group of Board members would have a different perspective. Maybe we should enlarge the committee, <sup>or</sup> assign the same task to a different committee or just have input on this subject from the rest of you.

Helene Borg



To Helen

From Pat

6/30/76

# REVISED JOB DESCRIPTIONS

- Action Clerk:
- 1) responsible to the office manager.
  - 2) skilled in the use of office machines; available for production of Times for Action, statements, testimony and routine office tasks as necessary, appropriate and assigned by the office manager.
  - 3) conducts selected research
  - 4) responsible for keeping legislative files up to date by both legislators and subject matter, including Phillips' Service; keeps lobbyists up to date on all significant information, including legislative committee meetings and hearings.
  - 5) works approximately 20 hours per week in the office

Details pertaining to item 4):

During Sessions:

Check bulletins boards routinely for additions/deletions/changes in committee hearing schedules or items. Notify Program chairmen or lobbyists of changes.

Notify Program chairmen of bills introduced pertinent to their areas. If the bill(s) is to be followed, follow procedure outlined above.

Maintain weekly list of all bills being followed.

Read Journals and record how legislators voted on bills of interest to LWV.

Pre- or Interim Sessions:

Develop legislative files with: pre-election questionnaires, legislative interviews; record how legislators feel about LWV positions (pro, con, neutral); voting record on bills of LWV interest and (whether authored bills pertinent to LWV studies.) *only some of the bills*

Work with action and Program chairmen on card file of potential lobbyists.

Once identified, prepare lists (and maybe address labels) containing address and phone number by Program areas. *Contacting lobbyists as needed*

Develop list of legislators (House, Senate); identify LWV in area; local LWV action chairman (name, address, phone).

For candidates (V.S.) identify interviewing/recipient LWVs. *with you*  
Prepare action coordinator response cards.

Prepare list of legislators/committee assignments.

Testimony/Time for Action files: file by Program area, chronological order, state and/or national and CMAL.

Details pertaining to item 2):

Action: type, mimeo or copy, mail: Times for Action, Testimonies, Statements, Memos to legislators; congratulatory letter to legislators; lobby kits; legislative and committee lists; other materials or items generated from action specifics. *Jessie did most of typing*

General: routine office tasks as designated by the office manager.

Those things underlined are probably the bulk of my time. I have also spent a good deal of time on the Capitol Letter and Mailing the VOTER. Some of the time has been spent taking over when Harriett was gone. I have worked 193 hours in the first 6 months of this year. The maximum according to the job description for this time would have been 520 hours.

I agree that many of the things that I am doing are not being used and also are being duplicated by the lobbyists and program chairmen. Journal reading is rarely up-to-date because I don't know what bills are being followed.

I have not done any research.

I am not a writer.

M TO: Helène

E FROM: Harriett

M  
O SUBJECT Enclosed proposed

**LEAGUE OF WOMEN VOTERS OF MINNESOTA**

555 WABASHA

ST. PAUL, MINNESOTA 55102

PHONE: 224-5445

DATE 7-9-76

Office Management met on 7-7-76. They reviewed the enclosed with the exception of possible Board categorization which they did NOT receive since I felt that was somewhat out of their and my prerogative. I'm sending it to you so you'll know everything I sent to Georgeann. Anyhow, the committee decided that they would present this to the Board at the August meeting. They want you to review, react to, revise, elaborate, etc. on the Program/Action Staff position. I gave Pat a copy when she was in yesterday since I understand the two of you will be meeting sometime next week on her work. She has her HRA meeting on 7/13 so can't meet that day. I also understand that she sent you a copy of her present job description so you also have that to go on. Georgeann would like you reactions back by the 19th.

Thanks a heap.

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

MEMO TO: Georgeann Hall

FROM: Harriett Herb

RE: Board/Staff (re)organization

June 17, 1976

Assumptions:

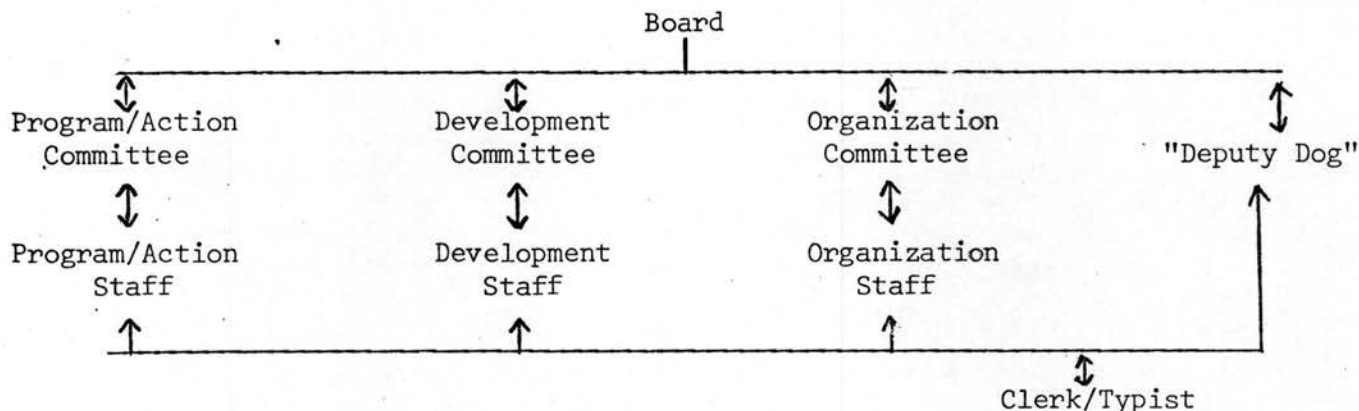
More LWV Board members are, will be, would <sup>like to</sup> be looking for paying jobs. On this Board, one is working full-time and at least two more are interested in having paid employment.

LWV desperately needs good publicity if it intends to remain a viable organization. LWVMN promised its local Leagues that it would look for more and more nonmember sources of funding; this requires lots of cultivation time and effort - plus time to develop, present and get.

If LWV intends to attract younger members, it may find that they are not so willing to give of their time - and LWV does take lots of that. They may, however, be more willing to pay more to have somebody do the "busy" work rather than doing the same themselves.

As is apparent from what's happening on, with and to the present LWVMN Board, there could be problems in continuity and commitment which gap staff can try to fill.

One Possible Organization Chart



Possible Board Categorization

**Program/Action Committee:** includes all Program and Action Board members. One person should be coordinator of this group and said coordinator would be directly responsible to the president. Coordinator would attend all individual Program committee meetings as a listener and advisor, and would convene all joint or combined Program committee/Action committee meetings. Program/Action staff would be secretary to, responsible to and supervised by Program/Action coordinator as well as "deputy dog."

**Organization Committee:** should include Field Service, Local Agenda, Membership at least. Here, again, there should be a coordinator with similar responsibilities to Program/Action coordinator. Would see staff serving in similar capacity and having some type of supervision. Would also suggest staff investigate and be in charge of arrangements for all workshops, conferences, conventions, councils, etc. Could also see this person in charge of local LWV Board training if so desired.

**Development Committee:** this gets a mite sticky since I see this as more than money development - almost an "image builder," "community awareness/liaison/development" type committee. On that basis, I'd include money development, PR, local League

finance and budget (could go to Organization), and Citizen Information. Here, again, there should be a coordinator. Would see staff serving in similar capacity and having same type of supervision.

In all of above, would see Board as conceptualizing, defining and directing but leaving details to staff.

#### Very Preliminary Job Description

(Though the person indicated takes first responsibility for the areas mentioned, the other staff will help whenever necessary.)

\* denotes more or new

Executive Secretary (Administrative Assistant, Executive Director - or whatever title [paid Deputy Dog?] is finally decided upon.)

- Major responsibilities:
- 1.) office manager - purchasing, prioritizing, delegating, supervising staff
  - 2.) bookkeeping (sales tax, etc.)
  - 3.) preparing, for president's/Board's review - Board Memo, agenda, possible policy statements, procedures (including filing)
  - 4.) develops, from Board/Budget Committee plans, OUTLOOK, dollar amounts needed
  - \*5.) grant administration
  - \*6.) prepares routine correspondence
  - \*7.) maintains records of sales of publications

#### Program/Action Staff - Major responsibilities:

- Borg review*
- Prioritize*
- 1.) Action clerk - Phillips Service responsibilities (bills, committee meetings, voting records), legislative interview recording, mailing Times for Action
  - 2.) CAPITOL LETTER - preparation for review and delegation to typist
  - \*3.) Program research - ~~if not actually doing (preferable?)~~ should be aware of sources of information - *gather needed materials, speakers invited*
  - \*4.) could prepare for Board/chairman/coordinator review, etc. - committee guides (Program and Action), publications' drafts (if doing Program research), sample speeches in Program/Action areas, candidate's questionnaires (if we do 'em?)
  - 5.) Lobbyist training
  - \*6.) routine Program/Action correspondence
  - \*7.) ~~do lobbying~~, represent LWV at coalitions - *as substitute, on request observing*

#### Organization Staff - Major responsibilities:

- Cushing review*
- Prioritize*
- 1.) advise coordinator/Board/other staff of status of health of local LWVs via reading all minutes/bulletins (advises re visits, training, help needed)
  - 2.) handle all inquiries re establishing a local LWV (preliminary to provisional) - \*would necessitate local Board training
  - 3.) coordinate M-A-L membership and M-A-L units
  - 4.) keep membership lists in order - would you want two lists - one by LWV and one alphabetical?
  - 5.) feeds information to Nominating Committee re future state Board members/ *Bd. mbrs re lobby - 1st 10/10/68*
  - 6.) arranges for location, hostess LWVs, etc. for all LWV conferences, workshops, etc.
  - \*7.) if local League finance and budget move to here, could prepare all tips, forms, etc.
  - 8.) if do candidates' questionnaires' legislative interviews, work with Program/Action staff re assigned/recipient LWVs.
  - 9.) prepares routine correspondence.



Clerk/Typist - Major responsibilities:

- 1.) typing of all materials, routine correspondence, grants, etc.
- 2.) fill and bill publication orders

~~Administrative Asst for~~  
~~Development/Community Liaison Director~~ - Major responsibilities:

- Reeves &  
J.J. review  
Marge &  
Dottie, too
- ~~& Public Relations~~
- 1.) do all PR via contacting all influential media people (TRIBUNE, STAR, PRESS, DISPATCH, TV and radio news directors)
  - 2.) contact all foundations, businesses/industry, wealthy people to see what's fundable and what isn't; arrange for/attend funding presentations; write grants
  - 3.) generate ideas re Citizen Information programs and secure speakers
  - 4.) could work with parties, secretary of state on voter registration/information
  - 5.) if had editing skills, could edit VOTER, publications, CAPITOL LETTER
  - 6.) possibly represent LWV to/at other organizations/functions (e.g. Girl Scouts, Social Studies teachers' meetings) unless this would be more appropriate for Organization staff.

14 Borg  
m.watson

LEAGUE OF WOMEN VOTERS OF ILLINOIS  
67 East Madison St., Chicago 60603

(312) 236-0315

PART II

August, 1976

TO: Local League Presidents  
Program Chairmen

FROM: Doris Bernstein, Vice President  
Program and Action

At the August 18 State Board meeting, we spent some time considering your specific responses to the Hard Questions posed at the Presidents' Training. All of you who participated felt this was a useful dialogue and that these sorts of questions were a meaningful way to begin.

It seemed to you and to us that we should continue. And continue between all of us, State Board and local boards, local boards and members, members and State Board.

At the Regional session on Consensus/Member Action, we will again bring these concerns to you. In addition, we will continue to send you more Hard Questions with the hope that you, your board, and your members will make time to discuss them.

It is our hope that these sorts of discussions will bring greater understanding of League purpose and direction, particularly as we consider program and budget proposals for the 1977-79 biennium.

Enclosed is a copy of our first four Hard Questions in case some of you may not have received a copy. In addition, we have put together several others, mainly concerned with State Program. In the future, we will have some on cost of program, finance and budget.

It will be your board's decision how far you wish to go with these; but we would urge you to share these discussions with your members; those who care about the League would want to be included. If you should take notes of what happens at these meetings, we would be pleased if you would share them with us, if you can.

For our part, we will continue to discuss among ourselves and with you all at every opportunity Hard Questions, and maybe even some easy ones. If you come up with some great Questions, send them to us so we can share them with all.

Hopefully, you'll come up with some great Answers.

# # # # #

H. Borg  
m. Watson

LEAGUE OF WOMEN VOTERS OF ILLINOIS  
67 East Madison St., Chicago 60603  
(312) 236-0315

August, 1976

TO: Local League Presidents  
Program Chairmen

FROM: Doris Bernstein, Vice President  
Program and Action

PART I

Dear Presidents:

The President's Trainings have been completed, the calendars are set, the year apportioned, the hard questions have been posed, and we have a brief respite until the real world starts rolling in on us.

When we talked about the length and scope of State Program at the President's Training it was suggested that:

1. it was long.
2. it was too long.
3. it needed updating from time to time.
4. it needed winnowing.
5. it should stay diversified for member satisfaction.
6. it needed new items for member satisfaction.
7. it should be solidified.
8. it should not be discarded because we need our positions.
9. it was not understood by many members.

In fact, the more we talked, the more opinions were put forth.

A number of you believed that our positions were good but that it was difficult, if not impossible, to cover each State item every biennium. Some of the suggestions were:

- a "sunset law" which would automatically remove inactive items after a period of time.
- a bylaws mechanism which would require automatic review and reaffirmation after a period of time.
- a bylaw limiting the number of State items.

It was clear that while the larger Leagues did not experience the same crunch as smaller Leagues, all of us needed help to cover program. Some of you have already taken advantage of expertise in neighboring Leagues in specific items and asked them to share with you. Some of you have generously given of your time and knowledge. Some have formed joint committees and given separate or joint presentations. In short--you've been using your good League know-how and imaginations.

It seems to us that this use of League resources is a splendid idea whose time came several years ago. If one League has a particularly good IR Committee with a good presentation and good material, why not share with a League or Leagues which cannot manage the item at all? Or School Finance, or Natural Resources, or Corrections, or Assessments, Voters Service, money raising...?

- OVER -

Even though Leagues, by and large, like to do their own study on items, particularly consensus items, it is apparent that this is becoming a luxury we cannot always afford. Lack of a good study, good material and good discussion can lead to inadequate consensus--or no consensus at all.

So---let's try something that might help us all. Some of you asked the State Board to act as a clearing house for sharing the strengths of our local Leagues. In this Convention year, let's see how and if we can come to grips with our program by helping each other. By Convention time we will surely have some answers to the hard questions about length, quality and effectiveness of League program.

Away with false modesty! Fill out the following form/forms as soon as you are able to assess the quality and exportability of your committees and their materials.

We will make the information received available to all of you on a regular basis as it is received in the Office. It will then be up to you to contact other Leagues to work out a program--resource sharing mechanism.

We await with great expectations the avalanche of good tidings.

# # # # #



H. B. B. B.  
on w  
LEAGUE OF WOMEN VOTERS OF ILLINOIS  
67 East Madison St., Chicago 60603

August, 1976

LEAGUE OF WOMEN VOTERS INFORMATION AND HARD FACTS POOL

Date \_\_\_\_\_

LWV of \_\_\_\_\_

Committee/Item \_\_\_\_\_

1. Do you have one or more unit presentations you would be willing to present to other Leagues?
2. Do you have written material for bulletin or unit use you would be willing to share? Cost?
3. Do you have plans for special kinds of community or League meetings that might be useful for another League?
4. Do you have action plans that you could share?
5. What are the dates by which you will have any/all of the above?
6. How far would the committee or members thereof be willing to travel to make a presentation to another League or group of Leagues?

Return to: LEAGUE OF WOMEN VOTERS OF ILLINOIS  
67 East Madison St., Chicago 60603

PLEASE USE OTHER SIDE IF NECESSARY.

H. Berry  
m.w.  
LEAGUE OF WOMEN VOTERS OF ILLINOIS  
67 East Madison St., Chicago 60603

July, 1976

THE HARD QUESTIONS  
(#1)

1. Do you wish to increase, maintain, or cut State Program? Whatever your choice, how do you wish to accomplish it? Give specifics.
2. How can income increase to maintain/increase State services?
3. What is the financial payoff for getting new members? In other words, is it worth it to your League?
4. How much in-depth, across-the-board information should a local League member have to enable Board members to speak and act publicly for the League of Women Voters?

# # # # #

4. Berg  
mw  
LEAGUE OF WOMEN VOTERS OF ILLINOIS  
67 East Madison St., Chicago 60603

August, 1976

T H E   H A R D   Q U E S T I O N S  
(#2)

1. State items come from the local Leagues, as does the study and consensus. How many State positions do you use for action and/or monitoring at the local level?
2. If you were called upon to do an every member campaign on a State program item, on which would your members be prepared to act?
3. To what extent should the members be knowledgeable about all State items? How is this decision made? Is it satisfactory? If not, can you suggest some solutions?
4. There has been suggestion that the League adopt a "sunset law" for program. In fact, we do have a sunset law which goes into effect every two years when you must vote to continue present program as well as adopt new items. Is this a satisfactory way to limit program if that is your desire? Other suggestions?

# # # # #

PAST STUDY QUESTIONS FROM UNPRODUCTIVE BRAINSTORMING  
Relations with Local Leagues  
(importance ranking)

- Hall's

- Moral Support/TLC/More consultant contact (38)
  - Regular Contact
  - React to something well done
  - Offer of Help
  - Visit 1 a year
  - Opportunity to give feedback
- Effective, Visible Action at State Level (17)
- Board Training for all members of Local League boards (16)
- More Consultant Contact (16)
- Expand Workshops on Management (15)
- More Money for program material directly to members (12)
- Approach All with Enthusiasm (11)
- Information and Referral Service (10)
- Assist in Exchanging Ideas between Local Leagues (10)
- Planned Program to help Limping Leagues (9)
- Give Leagues Positive suggestions on specific problems (8)
- Provide Visible Presence to public (8)
- Provide regular update on state activity (8)
- Train Lobbyists at Local levels (7)
- Facilitate sharing of local program (6)
- Training for LL on how to take programs to citizens (6)
- State Speakers Bureau (6)
- Regional Workshops (6)
- Professional PR help for LL (6)
- Technical help on local program - conducting study, etc. ((5)
- State Level Debates (5)
- Advertising in publications/membership (4)
- More tax-exempt money (4)
- Info on How & why of Ed Fund (4)
- Act as Leader in flexibility, etc (3)



Provide more help on Finance (3)  
How to deal with personnel problems (2)  
Prepared speeches (2)  
Ask LL what they want (1)  
Program service to LL while item develops (1)

0 votes for following:

Video-tape candidates meetings for LL  
Slides, etc. on Convention, etc.  
Go-See Tours on Regional basis  
Another office phone  
Specific direction on state-mandated activity  
Instruct LL presidents they are not all things to all areas  
Meet deadlines  
How to Adapt to member decline  
Many free membership helps  
Free Vacations  
Help to coordinate mailing-board meeting  
Taped telephone messages  
Knowledge that League is different  
Tours to National Office



**LEAGUE OF WOMEN VOTERS OF MINNESOTA**

555 WABASHA • ST. PAUL, MINNESOTA 55102

PHONE: (612) 224-5445

**MEMO**

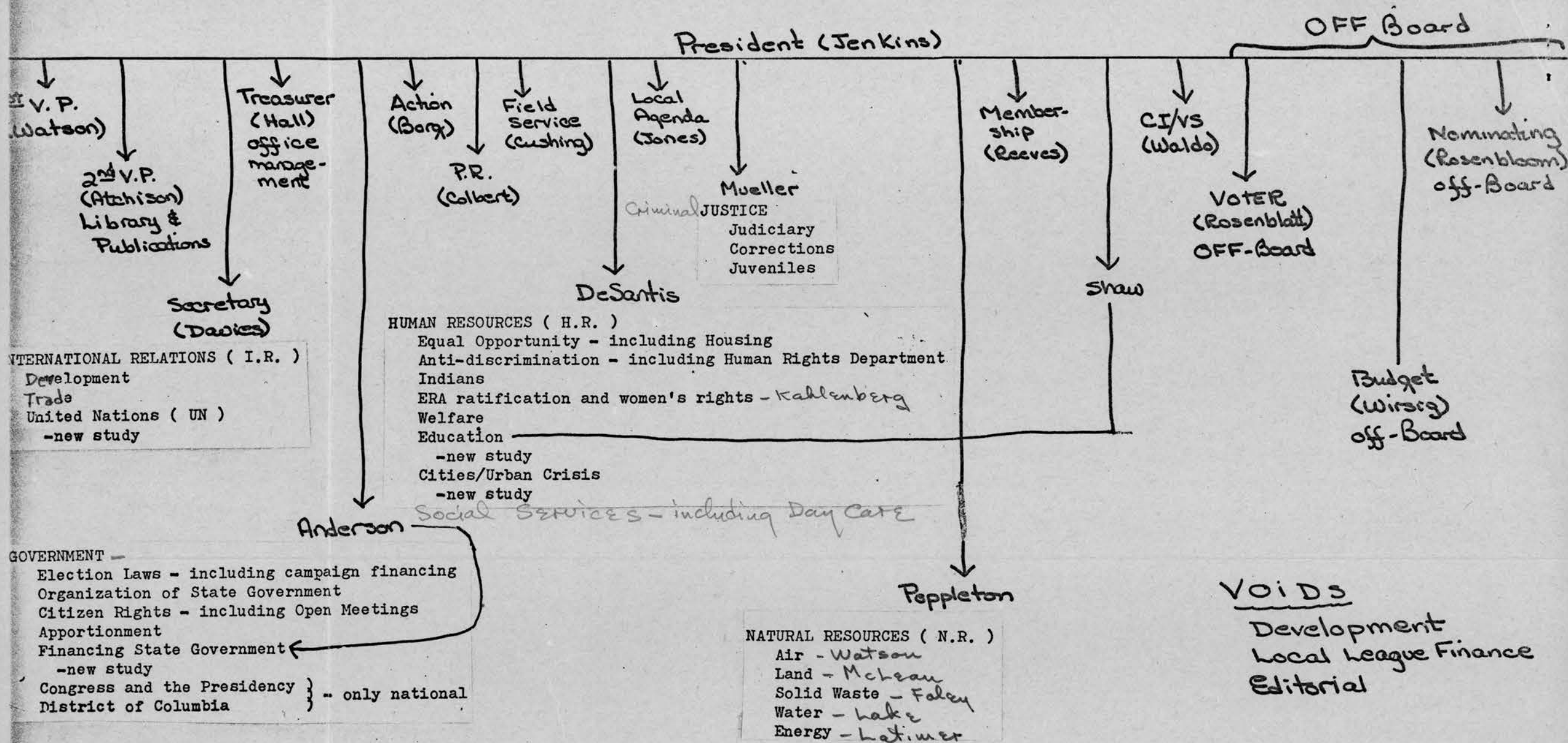
✓  
TO: J.J. and Helene

FROM: H.H.

SUBJECT: Organization Chart

DATE: August 26, 1976

Is this what you two had in mind -- attached long green -- for an organization chart? If yes, now what do I do with it? If no, how do you want me to change it?



LEAGUE OF WOMEN VOTERS OF MINNESOTA



555 WABASHA • ST. PAUL, MINNESOTA 55102

PHONE: (612) 224-5445

MEMO

TO: Mary Watson, Helene, Nancy, Mary P.,  
H.H.

FROM: Betty Ann For Jerry

SUBJECT: The Attached

DATE: December 8, 1976

Jerry stopped in the office today and asked we send you the attached.  
She "would appreciate your comments if you have time and inclination  
by/during the weekend."



# The League of Women Voters of the United States

1730 M Street, NW  
Washington, DC 20036  
(202) 296-1770

PRESIDENT  
RUTH C. CLUSEN

EXECUTIVE DIRECTOR  
Peggy Lampi

December 1, 1976

To: Engangered Species Committee  
From: Gina Rieke, 2998 Kohala Drive, Salt Lake City, Utah 84117

Re: Draft, Please return to me by December 15, 1976

To: Local and State League Boards  
From: Endangered Species Committee

As a result of 1976 National Convention action the Endangered Species Committee, consisting of 16 members from across the country met at the LWVUS Office Nov. 30-Dec. 1. Our existence was provided for by a motion adopted at Convention

to amend the budget by reallocation within the budget of \$8000 for a committee of 12 local, 1 ILO and 2 state presidents, either present or immediate past, and 1 national board member. The committee shall be appointed for two years to propose alternative choices to local leagues to increase grass roots effectiveness with the goal of eventual delegate action at the 1978 convention.

Throughout two days of intense discussion, it became apparent that the Committee reflected diverse interpretations of this motion. In an effort to provide alternatives to the membership, discussion raged and ranged through problems of membership, finance, program management, and leadership development. Basic assumptions about the purpose of the League were discussed early in the meeting, and we reaffirmed <sup>for ourselves</sup> the dual purposes of the League, i.e. voters service and study/action.

Discussing potential alternatives, it was evident that there continues to be diversity in the way local leagues deal with problems of leadership, financial support, membership and issues for which there are no magic wand solutions.

Before the meeting the Committee was provided with these resources:

The Report of the Findings of the League Self-Study, 1974  
Results of the Member Opinion Survey on Financing the League, 1975  
Membership Representation Committee Summary Report, 1974-1976  
Report from National Structure and Procedures Committee, 1970  
History of Financing the League, 1976  
In League: Guidelines for League Boards, 1975

We agreed that "grassroots effectiveness" is measured by the League's ability to develop financial support within the community and to develop respect and ultimate support for the League's positions. Another measurement of League's effectiveness is its ability to attract and retain enough people to carry out the activities that the individual League considers essential. Implicit in this goal-setting is the freedom and responsibility of the individual League to take advantage of the flexibility which exists in the present structure, such as the option to decline to study a particular program item. It is urgent that local leagues evaluate their own strengths and weaknesses on a continuing basis and also that they have a flexible posture (Hang loose!) as to the action priorities within their communities. It is neither possible nor wise to attempt to influence every governmental decision at every governmental level in order to save the world.

Throughout the country it is evident that Leagues are trying to deal with a multiplicity of problems largely engendered by today's changing society. Members want League to accomplish more although most volunteers have less free time than ever before. As a result, we have management problems with everything from full-time employed members and members returning to school, program-setting priorities to stretching our financial resources and making long-time Leaguers comfortable with the evolution of the organization.

In discussing solutions to these and other problems we became increasingly aware of management tools recently available or soon to be available. We wish in particular to call your attention to

In League: Guidelines for League Boards  
Membership Management (December 1976)  
Meaningful Meetings  
Dollars and Cents: The Art of Raising Money

Despite the fact that the full-time volunteer is an "endangered species", we feel great about the future of the LWV. Because we are a dynamic organization, we realize it is important continually evaluate our structure and procedures. Therefore, we are listing the following alternatives for League consideration and response. The Committee would like to use your answers for guidance. Your cumulative responses should indicate the areas of critical concern, where or if they exist; the Committee will then be able to better evaluate what needs to be recommended for delegate action at the 1978 Convention.

(New Page)

PLEASE DISCUSS THE FOLLOWING WITH YOUR BOARD AND/OR MEMBERS AND RETURN BY APRIL 1. We realize this does not give you a great deal of time; the early deadline is necessary in order for us to be able to make a progress report for Council 1977.

#### ALTERNATIVES

The League of Women Voters should

League of \_\_\_\_\_  
Size of League \_\_\_\_\_

1. . . . continue with the dual purposes of citizen information (voters service) and action on issues.

agree \_\_\_\_\_ disagree \_\_\_\_\_ no opinion \_\_\_\_\_

2. . . . be a voters service organization providing citizen information only.

3. . . . do only study and action.
4. . . . have all decisions made by a national governing board.
5. . . . drop program and act only on Principles (In League, p. 13).
6. . . . disband because it is ineffective and is no longer viable.
7. . . . continue the present biennial program selection at National Convention.
8. . . . limit study to one program item per biennium.
9. . . . require 2/3 vote of delegates at Convention to adopt <sup>a recommended</sup> program  
item (simple majority is current requirement).
10. . . . require 3/4 vote of delegates at Convention to adopt a non-Board  
recommended item (2/3 vote is current requirement).
11. . . . drop at least one complete item from our National Program at next  
National Convention.
12. . . . drop at least part of an item from our National Program at the next  
National Convention.
13. . . . continue present study/discussion-based consensus.
14. . . . allow only study/discussion-based consensus.
15. . . . continue present use of concurrence procedures.
16. . . . allow consensus by resource committee  
with member concurrence. without member concurrence.
17. . . . allow consensus by Board  
with member concurrence. without member concurrence.
18. . . . allow regional consensus  
with local league concurrence. without local league concurrence.
19. . . . allow concurrence with other Leagues' consensus.
20. . . . allow statistically valid cross-section of Leagues to study and  
reach consensus on an item for other Leagues' concurrence.



Page Five

21. . . . require a minimum of one year active participation by each new League member.
22. A local league should be required to participate in at least one program item for each level of League or one program item which covers all three levels.

ADDITIONAL COMMENTS ARE ENCOURAGED. PLEASE SEND THEM ALONG WITH THIS QUESTIONNAIRE. MAKE SURE NAME OF LEAGUE IS ON ADDITIONAL SHEETS.



LEAGUE OF WOMEN VOTERS OF MINNESOTA

555 WABASHA • ST. PAUL, MINNESOTA 55102

PHONE: (612) 224-5445

MEMO

TO: All Boarders

FROM: H. H. for J. J.

SUBJECT: Attached

DATE: January 19, 1977

Jerry received the attached from the "Endangered Species" committee. She would like your answers and comments sent or brought into the office at the February 8th Board meeting. We will compile your answers for discussion (minor, Jerry says) at the March Board meeting.

Thank you.



# memorandum

This is not going DPM.  
January 7, 1977

TO: Local and State League Presidents  
FROM: Endangered Species Committee  
RE: Summary of Committee Meeting and Questionnaire

Delegates to the 1976 national convention passed the following motion to form the Endangered Species Committee:

to amend the budget by reallocation within the budget of \$8000 for a committee of 12 local, 1 ILO and 2 state presidents, either present or immediate past, and 1 national board member. The committee shall be appointed for two years to propose alternative choices to local Leagues to increase grass roots effectiveness with the goal of eventual delegate action at the 1978 convention.

This committee of 16 members from across the country met in Washington, D.C. at the League's national office November 30-December 1, 1976. The committee reviewed a variety of League publications before the meeting which included the following:

Report from National Structure and Procedures Committee, 1970  
The Report of the Findings of the League Self-Study, 1974  
Membership Representation Committee Summary Report, 1974-1976  
Results of the Member Opinion Survey on Financing the League, 1975  
In League: Guidelines for League Boards, 1975, pub. #275, \$2.00  
History of Financing the League, 1976

Throughout two days of intense discussion, it was apparent that the committee reflected diverse interpretations of this motion. In an effort to provide alternatives to the membership, discussion raged and ranged through problems of finance, membership, program management, and leadership development. Basic assumptions about the purpose of the League were discussed early in our meeting, and we reaffirmed for ourselves the dual purposes of the League, i.e. voters service and study/action. Our discussion often fell back to the need for better management tools and training rather than the need to change the basic structure of the League.

As we discussed potential alternatives, it was evident that there continues to be diversity in the way local Leagues deal with their varied problems of leadership, financial support, membership and program management. Equally, it was evident that there are no magic solutions for these problems.

We agreed that "grassroots effectiveness" is measured by the League's effectiveness in the community--by its ability to develop financial support within the community and to develop respect and ultimate support for the League's positions. Another measurement of the League's effectiveness is its ability to attract and retain enough people to carry out the activities that the individual League considers essential. Implicit in this goal-setting is the freedom and responsibility of each individual League to take advantage of the flexibility which already exists in the present structure, such as the option to decline to study a particular program item, or cooperating with other Leagues on program work. It is urgent that local Leagues evaluate their own strengths and weaknesses on a continuing basis and also that they maintain a flexible posture concerning program action priorities within their communities. It is neither possible nor wise to attempt to influence every governmental decision at every governmental level in order to save the world.

Throughout the country it is evident that Leagues are trying to cope with a multiplicity of problems largely engendered by today's changing society. Members want the League to accomplish more, although most volunteers have less free time than ever before. As a result, we have management problems--how to deal with full-time employed members, members returning to school, setting program priorities, stretching financial resources, and making long-time Leaguers comfortable with the evolution of the organization.

In discussing solutions to these and other problems we became increasingly aware of some management tools already available. In addition to the field services provided by the state and national levels, we wish in particular to call your attention to a few recent LWVUS publications:

In League: Guidelines for League Boards, 1975, #275, \$2.00

Membership Management, December 1976, #495, \$1.50

Meaningful Meetings, 1976, #319, .40c

Dollars and Cents: The Art of Raising Money, 1976, #494, .75c

Despite the fact that the full-time volunteer is an "endangered species", we have confidence in the future of the League of Women Voters. Because we are a dynamic organization, we realize it is important to continually evaluate our structure and procedures. Therefore, we are listing a number of alternatives for Leagues' consideration and response. The committee will review your answers and use them for guidance in making a progress report to National Council in May 1977; it is expected that the committee will make recommendations and suggestions for delegates' consideration at the 1978 National Convention.

Gina Rieke, Committee Chairman  
President, League of Women  
Voters of Utah





August 8, 1977

Ms. Jerry Jenkins,  
Endangered Species Committee  
2252 Folwell  
St. Paul, Minnesota 55108

Dear Jerry,

It has taken me far longer to get the enclosed material to you than I ever expected. The reasons are many, none of which would surprise you. The important thing is that this information is in your hands now. In the interests of speed, I asked that no retyping be done. Among friends, surely legibility is all that counts.

In addition to the tabulated results of our questionnaire, I have attempted to select comments to share with you which might give you a good idea of what Leaguers had to say to us. I attempted to give you a balance of negative as well as positive statements, well articulated comments felt by many respondents, as well as unique ideas. Needless to say, the selection was very subjective on my part.

After you have studied these comments and the summary of the questionnaire, I wish you would write me as soon as possible to make recommendations for our future activities. Suggested bylaws proposals need to be received by the Organization Division no later than January 31, 1978, which moves our deadline back into December of 1977. These are some of the options which have occurred to me; perhaps you can think of others.

1. A committee meeting of at least 2½ days for further deliberations. If you are in favor of this option, please send me proposed items and goals for our agenda. We have been funded by the budget so that one meeting might take place.
2. A meeting of three or four of us who would prepare bylaws proposals and other recommendations to be sent to other committee members for concurrence or rejection. This would be a means of cutting expenses.

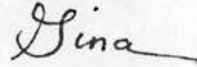
**PRESIDENT**  
RUTH C. CLUSEN**OFFICERS****Vice Presidents**Ruth J. Hinertfeld  
Larchmont, New YorkM. Joanne Hayes  
Poughkeepsie, New York**Secretary**Connie Fortune  
Washington, D. C.**Treasurer**Yvonne G. Spies  
Bridgeton, Missouri**DIRECTORS**Jean R. Anderson  
Billings, MontanaJudith M. Head  
Columbus, IndianaJudith B. Heimann  
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Madison, WisconsinA. Holly O'Konski  
Lafayette, CaliforniaRegina M. O'Leary  
Cleveland Heights, OhioDot Ridings  
Louisville, KentuckyRuth Robbins  
Sarasota, FloridaFlorence R. Rubin  
Newton, MassachusettsAnn W. Viner  
New Canaan, ConnecticutVeta Winick  
Dickinson, Texas**EXECUTIVE DIRECTOR**  
Peggy Lampl

August 8, 1977

3. No committee meeting. Everyone send bylaws proposals and recommendations to me and we work by mail or phone.
4. No committee meeting. Make a report of what we have done to this point to the Convention.

Please let me hear from you within two weeks after you have received this letter. I feel we have a lot to do between now and the end of the year.

Cheers,

A handwritten signature in cursive script that reads "Gina".

Gina Rieke  
Chairman



League of Women Voters of the United States 1730 M Street, N.W., Washington, D. C. 20036 Tel. (202) 296-1770

## memorandum

This is going on DPM.

August 24, 1977

TO: Local and State League Presidents (copy to ILOs)  
FROM: Gina Rieke, Endangered Species Committee Chairman  
RE: Questionnaire Results

Attached is a summary of replies to the questionnaire sent out by the Endangered Species Committee. 1054 local and state Leagues answered, out of a possible 1398 and we were impressed not only by the volume of response, but its thoughtfulness. As you will see from the tabulations, we basically like the League the way it is and for what it tries to accomplish. There are, however, areas where we would like to consider changes and it is to these our committee will address itself between now and national convention.

While the consensus is that League structure and procedures are sound overall, need for better management methods surfaced in comments such as "too much paper", "our leaders are weary and overworked", "we need professional staff to help take some of the pressure off the volunteers". The process for adoption and retention of national program issues was seen as another possible area for change, with an almost even division of opinion on questions 8 and 10, and question 9 showing a majority favoring a 2/3 vote of delegates to adopt a recommended issue. An additional issue demanding committee attention is the "sunset" philosophy. Here opinion was equally divided between Leagues favoring the adoption of such a concept and those feeling it is already practised through the reevaluation of each study emphasis by our delegate body at national convention. Comments related to program were revealing in their frequent mention of the need to decrease the workload and stop stretching our resources so thin. It is also interesting to note the degree of support given to the concept of concurrence (questions 16, 19, 20).

Committee deliberations have already begun by mail. Where a national bylaws change would be required to implement recommendations, we will work out suggestions for proposed changes for consideration at Convention '78 and in all cases will do our best to come up with positive recommendations. Any suggestions you may have for us are most welcome. Please send them to my home, 2998 Kohala Drive, Salt Lake City, Utah 84117.

Many thanks for a job well done. I trust that after reading the survey results you will agree that though sometimes beleaguered, our organization is far from endangered.

ENDANGERED SPECIES COMMITTEE

Final Tabulation of Questionnaires and Activities

Summary of Responses of 1054 Leagues  
(numbers are based on Leagues rather than individual members)

The League of Women Voters should . . .

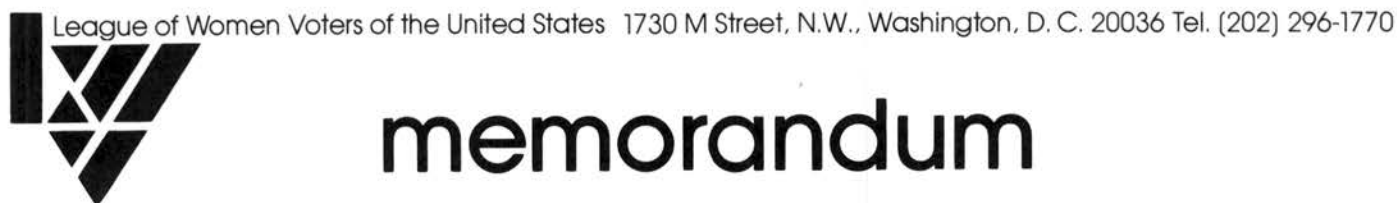
1. ... continue with the dual purposes of citizen information (voters service) and action on issues.  
agree 1044 disagree 7 no opinion\* 3
2. ... be a voters service organization providing citizen information only.  
agree 15 disagree 1026 no opinion 6
3. ... do only study and action.  
agree 14 disagree 1026 no opinion 5
4. ... have all decisions made by a national governing board, such as Common Cause.  
agree 9 disagree 1034 no opinion 15
5. ... drop specific program issues and act only on the Principles (In League, P.13).  
agree 15 disagree 1007 no opinion 34
6. ... disband.  
agree 5 disagree 1034 no opinion 6
7. ... continue biennial program selection at national convention.  
agree 947 disagree 36 no opinion 37
8. ... limit study to one new program study item per biennium.  
agree 434 disagree 488 no opinion 97
9. ... require 2/3 vote of delegates at convention to adopt a recommended program item (simple majority is current requirement).  
agree 560 disagree 361 no opinion 104
10. ... require 3/4 vote of delegates at convention to adopt a not recommended program item (simple majority is current requirement).  
agree 437 disagree 480 no opinion 105

\* No consensus was recorded in the "no opinion" category.



11. ... drop a program item automatically after 6 years if no study has been done during that time (Sunset law).  
agree 707 disagree 263 no opinion 46
12. ... drop at least one complete item from the national program at next national convention.  
agree 217 disagree 571 no opinion 233
13. ... drop at least part of an item from the national program at the next national convention.  
agree 199 disagree 531 no opinion 231
14. ... continue present study/discussion-based consensus.  
agree 991 disagree 19 no opinion 12
15. ... allow only study/discussion-based consensus.  
agree 174 disagree 765 no opinion 74
16. ... continue present use of concurrence procedures.  
agree 823 disagree 117 no opinion 89
17. ... allow consensus by resource committee -  
- with member concurrence.  
agree 542 disagree 422 no opinion 55  
- without member concurrence.  
agree 11 disagree 965 no opinion 22
18. ... allow consensus by boards -  
- with member concurrence.  
agree 384 disagree 659 no opinion 62  
- without member concurrence -  
agree 22 disagree 942 no opinion 16
19. ... allow regional consensus -  
- with local League concurrence.  
agree 682 disagree 241 no opinion 90  
- without local League concurrence.  
agree 13 disagree 892 no opinion 55
20. ... allow concurrence with other Leagues' consensus.  
agree 718 disagree 228 no opinion 70
21. ... choose a statistically valid cross-section of Leagues to study and reach consensus on an item for other Leagues' concurrence.  
agree 261 disagree 651 no opinion 99
22. ... require a minimum of one year active participation by each new League member.  
agree 81 disagree 908 no opinion 53
23. ... A local League should be required to participate in at least one program item for each level of League or one program item which covers all three levels.  
agree 693 disagree 252 no opinion 72

SEP 2 1977



League of Women Voters of the United States 1730 M Street, N.W., Washington, D. C. 20036 Tel. (202) 296-1770

# memorandum

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agree 693 disagree 252 no opinion 72





HB - J.J. sent this

to you, Syi.

HH

# memorandum

December 1, 1977

TO: All members of the Endangered Species Committee  
FROM: Gina Rieke  
RE: Committee Meeting Report

Merle, Nancy, Jan, Lee, Ann and I met in Washington November 28-30. This meeting paralleled greatly ours of exactly one year ago. In fact, I hope the E.S. Committee hasn't "endangered" Jan's marriage; I have managed to ask her to be absent for two consecutive wedding anniversaries!

Our subcommittee recommendations can be broken down into the following categories: bylaw proposals (none of which we want to recommend adopting); program making proposals concerning Sunset philosophy and adoption of new studies; consensus methods; requiring local Leagues to undertake some program activity at every League level during the course of the biennium; budget recommendations; suggestions concerning national conventions, state League activities, new publications and new uses of the media.

We are asking your immediate reaction to our suggestions concerning bylaw proposals and non-proposals. I would like to mail our recommendations to all Leagues no later than December 15, so I am asking you to call me (office: 801 328-4532 home: 801 277-6154) or Marcia McDonough (national office: 202 296-1770) by December 12, with any suggestions you may have. If we do not hear from you, we will assume you agree with the subcommittee action.

## PROGRAM LIMITATIONS

We spent a great deal of time discussing methods of limiting program and came up with the following alternatives:

"Adoption of a recommended program subject requires a 3/5 vote."

"Adoption of a recommended program subject requires a 3/5 vote."  
(This proposal will not take effect until Convention 1980.)

"Adoption of a recommended program subject requires a 2/3 vote."

"Adoption of a recommended program subject requires a 2/3 vote."  
(This proposal will not take effect until Convention 1980.)

"Adoption of a recommended program subject requires a 3/4 vote."

"Adoption of a recommended program subject requires a 3/4 vote."  
(This proposal will not take effect until Convention 1980.)

"Adoption of a not recommended program subject requires a 3/5 vote."

"Adoption of a not recommended program subject requires a 3/5 vote."  
(This proposal will not take effect until Convention 1980.)

"Adoption of a not recommended program subject requires a 2/3 vote."

"Adoption of a not recommended program subject requires a 2/3 vote."

(This proposal will not take effect until Convention 1980.)

Some of us felt strongly that this kind of proposal would allow the minority to rule the organization; hence, the six of us could not agree on recommending the adoption of any of the proposals, but felt it important to suggest these alternatives to Convention delegates. Our alternatives must, of course, be submitted to the National Bylaws Committee and be reviewed by the national Board like all those sent in by local and state Leagues.

#### "SUNSET LAWS"

The Sunset philosophy received a great deal of support on the Questionnaires returned by the Leagues. We decided that it is almost impossible to define accurately the phrase "concerted study and action" (Article XIII, Sect. 1) and that the League already uses the Sunset philosophy--we do so every other year at Convention when we readopt program items.

We want to stress our conviction that the best way to implement an effective Sunset philosophy is through self-disciplined action by delegates at National Convention. If limiting program is our goal, delegates must refrain from adopting new program and must make "hard choices" in regard to retaining or dropping current program.

#### CONSENSUS METHODS

It is clear from the replies to our Questionnaire that Leagues overwhelmingly favor our present methods of reaching member agreement. The use of concurrence, always with member participation, is even more widely accepted than we had expected. Guidelines for consensus methods should continue to be delineated in publications such as In League rather than be included in our bylaws.

#### LOCAL PARTICIPATION AT ALL LEVELS OF LEAGUE.

The Questionnaire showed strong support for the concept of requiring local Leagues to participate in at least one program item for each level of the League or one item which covers all levels. After much discussion, we decided that this area should best be covered in an amendment to "Standards for Local Leagues" (In League, pg. 7), second item under program: Add the following: "Schedules activities on local, regional, state and national program."

#### RECOMMENDATIONS FOR BUDGET COMMITTEE.

The Budget is a complex document. Budget Committees have done a very good job of preparing explanations for "budget minded" people. However, since many attending convention have difficulty grappling with the national budget, we suggest that the use of simple visual aids would be helpful. If the PMP could be broken down to clarify what direct services are returned to the states, the locals or the members by what percentage of PMP, it might help alleviate resentment of the financial obligation. We understand that tools such as a "Summary Sheet" and a Committee Guide are being considered. The Endangered Species Committee recommends they be published. It might also be useful to stress that the size of the national staff has not grown over a period of many years and that staff turnover is high.

NATIONAL CONVENTION.

Turnover on state and local boards is increasing yearly. Because of this we realize that many more first timers will be attending our national conventions. The E.S. Committee feels that National Convention provides a unique opportunity for members to recognize the value of our National Board and staff. Therefore, we recommend that the national board convention committee explore innovative ideas for our conventions. This would be a wonderful time to offer special courses or workshops for those attending. We would suggest preregistration for these courses because, of course, they would have to be held for limited numbers, and suggest they might occur preceding the convention.

Program workshops held prior to floor discussion of program items might expedite floor action. Bringing those interested in particular areas up to date on activities and developments would be a tremendous boon for attendees and might have the effect of shortening plenary sessions.

We would ask that a question be included on the Convention Evaluation Sheet as an aid to future Convention planning. The question: "Would you be willing to come to Convention one day early to take part in short courses or workshops on topics of special interest to you?"

STATE LEAGUES.

Many suggestions which have come to the E.S. Committee do not directly apply to LWVUS. Rather, the appropriate level to implement these suggestions is the state League.

There are a number of Leagues that do not attend National Convention for one reason or another. In fact, some local Leagues have never attended. We recommend that state Leagues make a concerted effort to help locals plan for attendance. Should this not be possible, state Leagues would be urged to send a state representative or a neighboring Leaguer who attended the convention to the non-attending League to share the activities of that week.

Many state Leagues publish "How to's" for local boards. For those that do not we would suggest facilitating the purchase and distribution of such publications for local boards.

We also thought it would be helpful if state Leagues would organize a caucus of delegates to national convention several weeks before the Convention to help prepare the delegates for what will take place. The agenda would include a brush-up on parliamentary procedure, advice on housing, protocol, techniques, etc. as well as an examination of the budget together and talking about program.

The health of a local League can often be ascertained by keeping records on how many orders of DPM a local has coming, what conferences they do or do not attend, the studies they do or do not order, etc. Every effort should be made by the state to help any local League having difficulties of any kind.

Since financial problems seem to be omni-present, state Leagues should also encourage local Leagues to establish realistic dues which will at the minimum cover their financial obligations to state and national levels. This would enable them to keep locally raised funds for their own support, make financial planning easier and promote local League stability overall.

Carolyn \*

We also recommend the reinstatement of a publication called State Exchange where ideas of special interest could be shared among state Leagues. As you know, state Leagues are an important link in the communication system between the local and the national levels. Putting them in a stronger position to fulfill this role is to the entire League's advantage.

We suggested as well that a sheet be prepared to be included in national convention mailings with more tips on what the "first-timer" can expect--numbers of microphones, red cards, caucuses and how to arrange them, etc.

The E.S. Committee feels that LWVUS publications are, for the most part, excellent. We think it would be most helpful to print the purpose of League on the cover of In League when it is reprinted and further recommend that materials pertaining to state Leagues which do not appear in In League be brought together in some other publication.

#### PROGRAM PRESENTATIONS.

Several Leagues across the country have suggested that LWVUS turn to the television media for program presentations. Texas Leagues are utilizing cable television to a large extent. The E.S. Committee recommends that we explore this possibility and other innovative ways of getting program messages through to our busy members.

#### PROFESSIONALISM.

The E.S. Committee does not feel that "professionalism" (i.e. payment of salaries of individuals to perform League tasks) is in any way a threat to our grassroots image. In fact, the more we are able to utilize professional services, the more we help the League adapt to our members' current lifestyles. Leadership in the League need not be an unwieldy burden if League leaders have adequate help.

#### PUBLICATIONS.

Many ideas expressed at our Committee meeting last year have already been implemented by LWVUS, such as major improvements in Annual Report forms. However, we do have recommendations for publications.

We encourage LWVUS, state Leagues and local Leagues to continue making concerted efforts to eliminate unnecessary paperwork.

Some have responded favorably to the idea of having presidents order mailings selectively after having received descriptive information of what they contain. While such a measure might eliminate some paper, the costs of specialized mailing and handling are astronomical. Instead we would like to urge Leagues to pass on materials in which they have no interest to libraries or individuals and emphasize that they are not intended to be a burden.

While some Leaguers are crying about too much paperwork, there are others, namely past presidents, who really miss the President's Mailing. The E.S. Committee suggests that subscriptions to DPM be more widely advertised and their ordering facilitated.

The E.S. Committee strongly recommends LWVUS publish a President's Guide, a short four-paged pub similar in format to a committee guide. This should be included in all the President's Packet and contain information and tools designed



specifically for League presidents. While some state Leagues do publish excellent documents of this kind some publications are so negative in tone that one might be inclined to resign after digesting this "help" while other state Leagues have no publication of this kind. The E.S. Committee feels the President's Guide could be one of the most valued tools LWVUS offers the local League president.

Twenty-three state Leagues do not have offices today. While recognizing the difficulty of establishing an office, the E.S. Committee urges Leagues to be innovative in exploring ways to reach this goal. We feel that the more professional Leagues become the more easily our organizational goals will be achieved.

I feel our Committee had a very difficult charge, but I hope you agree with me that we can be proud of the results of our deliberations and techniques we have used to arrive at our recommendations. We missed you but did our best to carry on!

Let me remind you to please call Marcia or me with your concerns about the by-law proposals or non-proposals (as some are) and write your reactions about the other recommendations to me.

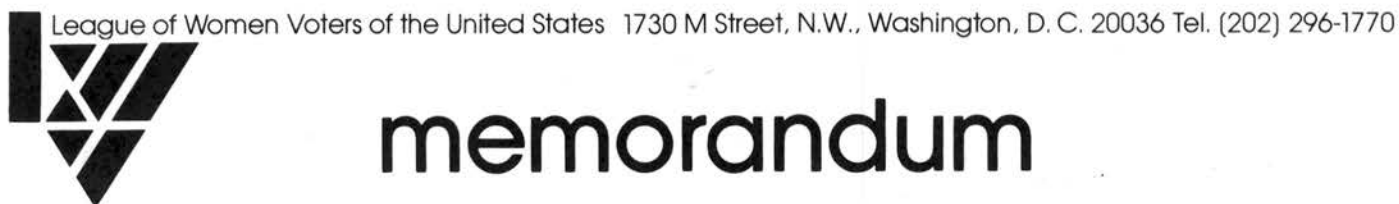
I intend to write local Leagues about the bylaws so they can make their recommendations accordingly. A letter will go to the Budget Committee covering our recommendations concerning the budget and another, containing a full report of our committee activities and recommendations, to the National Board. A report will be prepared for the Convention Workbook; while an oral report will be given at Convention.

I know not all of us will be at Convention, but I hope those of us who are there can find time to get together.

Happy Holidays!

A handwritten signature in cursive script, appearing to read "Gina".

JAN 9 1978



# memorandum

January 1978  
This is going on DPM.

TO: Local and State League and ILO Presidents

FROM: Gina Rieke, Chair, Endangered Species Committee

As this is the time that your boards are considering LWVUS Bylaw proposals, the Endangered Species Committee feels that you should know what recommendations we will be making.

## BYLAWS PROPOSALS DEALING WITH PROGRAM LIMITATION

We have spent a great deal of time discussing methods of limiting program and have come up with the following alternative proposals. We will not be recommending the adoption of any of them, but will propose them for inclusion in Convention consideration because so many responses to the ESC questionnaire were favorable to imposing this type of restriction.

All proposals require a change in percentage for the adoption of recommended and/or not recommended program subjects from a simple majority, as stated in current national bylaws, to a 3/5ths, 2/3rds or 3/4ths majority. An additional option is included for delaying implementation until 1980 as the committee felt Leagues should be warned well in advance of any such basic changes in the program selection process.

Variations on the core proposal would fall within the following framework: "Adoption of a recommended [and/or not recommended] program subject requires a [3/5ths, 2/3rds, 3/4ths] vote. [This proposal will not take effect until Convention 1980]."

Some of the E.S. Committee members felt strongly that these kinds of proposals would allow the minority of delegates to rule the organization; hence, we had no consensus on any of them. The alternatives will be submitted to the National Bylaws Committee and be reviewed by the national board like all those sent in by local and state Leagues. They will not be proposed on the floor through any formal action of the E.S. Committee, but will be available for delegate use.

## PROGRAM LIMITATION: Sunset Laws

While the Sunset philosophy also received a large measure of support on the questionnaire returned by the Leagues, the E.S. Committee was unable to come to an agreement on defining the phrase "concerted study and action" (See Article XIII, Sec. 1). In addition, we agreed that the League already uses the Sunset philosophy when we readopt program items at every Biennial Convention.

We want to stress to you our conviction that the best way to implement an effective Sunset philosophy is through self-disciplined action by delegates at national convention. If limiting program is our goal, delegates must refrain from adopting new program and must make thoughtful decisions in regard to retaining or dropping current program.

In short, the E.S. Committee will not be proposing language for Bylaws concerning the Sunset philosophy.

Another area receiving strong support from the Leagues was the concept of requiring local Leagues to participate in at least one program item for each level of the League or one item which covers all levels. After much discussion, we decided that this would best be covered by amending "Standards for Local Leagues" (In League, p. 7) rather than through Bylaw proposals. We will recommend to the national board that the following language be included as a second item under Program: "Schedules activities on local, regional, state and national program."

The Endangered Species Committee's findings will be present to the January national board meeting and we will be making our formal report, as instructed, to the 1978 Convention. Some of our suggestions have already been implemented by the LNWUS such as the much shortened, easier to handle Annual Report Forms. Other suggestions will include new management tools, suggested activities for state Leagues, etc.

We are grateful for the magnificent cooperation we have had from you, our busy League leaders and from the national board and staff.

Endangered Species Committee

Progress Report

ENDANGERED SPECIES COMMITTEE

Progress Report on the Tabulation of Questionnaires and Activities

Summary of Approximately 550 Leagues (numbers are based on Leagues rather than individual members)

Please indicate whether or not you agree, disagree or have no opinion ('consensus' would have been a better word here) regarding the following statements:

The League of Women Voters should

1. ...continue with the dual purposes of citizen information (voters service) and action on issues.  
agree 541 disagree 5 no opinion 2
2. ...be a voters service organization providing citizen information only.  
agree 9 disagree 530 no opinion 4
3. ...do only study and action.  
agree 11 disagree 527 no opinion 4
4. ...have all decisions made by a national governing board, such as Common Cause.  
agree 4 disagree 537 no opinion 10
5. ...drop specific program issues and act only on the Principles (In League, p.13).  
agree 10 disagree 529 no opinion 18
6. ...disband.  
agree 1 disagree 536 no opinion 4
7. ...continue biennial program selection at National Convention.  
agree 480 disagree 18 no opinion 24
8. ...limit study to one new program study item per biennium.  
agree 220 disagree 274 no opinion 30
9. ...require 2/3 vote of delegates at Convention to adopt a recommended program item (simple majority is current requirement).  
agree 303 disagree 189 no opinion 33
10. ...require 3/4 vote of delegates at Convention to adopt a not recommended item (simple majority is current requirement).  
agree 222 disagree 272 no opinion 29



11. ...drop a program item automatically after 6 years if no study has been done during that time (Sunset law).  
agree 352 disagree 154 no opinion 15
12. ...drop at least one complete item from the national program at next national convention.  
agree 109 disagree 313 no opinion 109
13. ...drop at least part of an item from the national program at the next national convention.  
agree 109 disagree 300 no opinion 74
14. ...continue present study/discussion-based consensus.  
agree 503 disagree 10 no opinion 7
15. ...allow only study/discussion-based consensus.  
agree 83 disagree 404 no opinion 29
16. ...continue present use of concurrence procedures.  
agree 436 disagree 54 no opinion 39
17. ...allow consensus by resource committee with member concurrence.  
agree 264 disagree 237 no opinion 18
- ...without member concurrence.  
agree 5 disagree 498 no opinion 13
18. ...allow consensus by boards with member concurrence.  
agree 193 disagree 394 no opinion 16
- ...without member concurrence.  
agree 14 disagree 484 no opinion 6
19. ...allow regional consensus with local League concurrence.  
agree 356 disagree 128 no opinion 39
- ...without local League concurrence.  
agree 8 disagree 466 no opinion 22
20. ...allow concurrence with other Leagues' consensus.  
agree 370 disagree 119 no opinion 29
21. ...choose a statistically valid cross section of Leagues to study and reach consensus on an item for other Leagues' concurrence.  
agree 128 disagree 360 no opinion 31
22. ...require a minimum of one year active participation by each new League member.  
agree 52 disagree 468 no opinion 27
23. ...A local League should be required to participate in at least one program item for each level of League or one program item which covers all three levels.  
agree 361 disagree 133 no opinion 29

\* no consensus was recorded in the  
"no opinion" category

## ENDANGERED SPECIES COMMITTEE

## Progress Report on the Tabulation of Questionnaires and Activities

1054

Summary of Approximately 550 Leagues (numbers are based on Leagues rather than individual members)

Please indicate whether or not you agree, disagree or have no opinion ('consensus' would have been a better word here) regarding the following statements:

The League of Women Voters should

1. ...continue with the dual purposes of citizen information (voters service) and action on issues.  
agree 541 1044 disagree 5 7 no opinion\* 2 3
2. ...be a voters service organization providing citizen information only.  
agree 8 15 disagree 530 026 no opinion 4 6
3. ...do only study and action.  
agree 11 14 disagree 527 026 no opinion 4 5
4. ...have all decisions made by a national governing board, such as Common Cause.  
agree 4 9 disagree 537 1034 no opinion 10 15
5. ...drop specific program issues and act only on the Principles (In League, p.13).  
agree 10 15 disagree 529 1007 no opinion 18 34
6. ...disband.  
agree 1 5 disagree 536 1034 no opinion 4 6
7. ...continue biennial program selection at National Convention.  
agree 480 947 disagree 18 36 no opinion 24 37
8. ...limit study to one new program study item per biennium.  
agree 220 434 disagree 274 488 no opinion 30 97
9. ...require 2/3 vote of delegates at Convention to adopt a recommended program item (simple majority is current requirement).  
agree 303 560 disagree 189 361 no opinion 33 104
10. ...require 3/4 vote of delegates at Convention to adopt a not recommended item (simple majority is current requirement).  
agree 222 437 disagree 272 480 no opinion 29 105

11. ...drop a program item automatically after 6 years if no study has been done during that time (Sunset law).  
agree 352 707 disagree 154 263 no opinion 15 46
12. ...drop at least one complete item from the national program at next national convention.  
agree 109 217 disagree 313 571 no opinion 409 233
13. ...drop at least part of an item from the national program at the next national convention.  
agree 109 199 disagree 300 531 no opinion 74 231
14. ...continue present study/discussion-based consensus.  
agree 503 991 disagree 10 19 no opinion 7 12
15. ...allow only study/discussion-based consensus.  
agree 83 174 disagree 404 765 no opinion 29 74
16. ...continue present use of concurrence procedures.  
agree 436 823 disagree 54 117 no opinion 39 89
17. ...allow consensus by resource committee with member concurrence.  
agree 264 542 disagree 237 422 no opinion 18 55  
without member concurrence.  
agree 8 11 disagree 498 965 no opinion 13 22
18. ...allow consensus by boards with member concurrence.  
agree 193 384 disagree 394 659 no opinion 16 62  
without member concurrence.  
agree 14 22 disagree 484 942 no opinion 6 16
19. ...allow regional consensus with local League concurrence. 241  
agree 356 682 disagree 128 ~~241~~ no opinion 39 90  
without local League concurrence.  
agree 8 13 disagree 466 892 no opinion 22 55
20. ...allow concurrence with other Leagues' consensus.  
agree 370 718 disagree 119 228 no opinion 29 70
21. ...choose a statistically valid cross section of Leagues to study and reach consensus on an item for other Leagues' concurrence.  
agree 128 261 disagree 360 651 no opinion 31 99
22. ...require a minimum of one year active participation by each new League member.  
agree 52 81 disagree 468 908 no opinion 27 53
23. ...A local League should be required to participate in at least one program item for each level of League or one program item which covers all three levels.  
agree 361 693 disagree 133 252 no opinion 29 72



## ENDANGERED SPECIES SPECIALLY GOOD COMMENTS

"Suggest sharing of resource people and units on state, county, or national items and presenting units to other Leagues as a possible method of conserving woman power." West Orange, N.J. (184)

Emphasis should be on topic, not on a requirement of regularly dropping an item, or requiring participation by all Leagues on an item." Lawrence Twnshp, New Jersey (82)

"Basically, we are satisfied with status quo, and feel that, with a strong local program involving local people who had not been involved in the League before, we can improve our League and increase its size. This year and next year, we are trying that method. Already many new members are actively involved on our school study. . . . We anticipate that these newly-active League members will become the core of our League in the future--already some are accepting positions in other areas.

We have discontinued our former practice of putting new members immediately into prominent positions--allowing them time now to familiarize themselves with and become secure with our League." Lawrence Twnshp, N.J. (82)

On the whole, as is shown by our answers, we think League procedures are sound and have been the basis for League strength. We are willing for "slightly" more flexibility, however, in reaching consensus, at least on an experimental basis.

So, although we are not always able to do as good a job as we would like on the whole League ~~xxxxx~~ load, we would rather struggle with it than move very far from present League practices." S Pasadena, Calif. (85)

"Pledges are too high--Budget must be controlled. Local Leagues do not feel they are getting their monies worth." Monroe, Conn. (39)

"We would like to see a maximum number of items established. If a new item is adopted, one must be dropped. Number 11 & 12 ~~and~~ should be combined." Yonkers, N.Y. (154)

"Excitement comes in programs, not Principles ; (Ft. Wayne-Allen County, Ind. (141)

"It is unfortunate that delegates to National Convention are frequently neophytes and are ill-prepared to make reliable decisions on the quantity and quality of our program items and the funds needed to support the study and action program items. With so many LL's complaining about the pressures of program supposedly "laid on them" by national and state Leagues, it is unbelievable that they always vote for more program items. Conventions seem to make delegates "go bananas" where program is concerned!" Kansas State Board

"For once we thoroughly enjoyed answering a national questionnaire. It made us think and reaffirm our beliefs, and was right to the point." Waltham, Mass (67)

"Although our League complains of too many program items and not enough time to spend on study, we seem very reluctant to delegate any decisions to a governing board, other leagues, and even our own board or resource committees. The grass roots participation and decision-making seem to be a very attractive feature of League." Okaloosa County, Fla. (59)



"Some women wish to belong to League but can't be active participants. Doesn't membership money count for something?" (New London, N.C.)

"League depends on volunteers; therefore, League must take a stronger position on the importance of volunteerism and the satisfaction and training to be derived from active participation on League committees and boards. As Herta Loeser says in her book, Women, Work and Volunteering, ". . .volunteering as an important means for many women to enrich their lives and those of others is entirely consistent with women's liberation. Gainfully employed women can enrich their lives by also doing volunteer work . . . for many women who have never had . . . a career, volunteering can offer a perfect transition back into a career . . . for many modern women, weaving back and forth between various roles, including those of volunteer and paid professional, can create a satisfying and interesting life style."

We are going through a period when volunteerism is down-graded, so that a woman who wants "status" or who wants to feel liberated thinks she must have a career or be gainfully employed. This is further complicated by the number of women who out of economic necessity must be gainfully employed.

Perhaps the LWV can do more to advertise itself as a training ground for women who want to do satisfying and productive work as a volunteer." (Anchorage, Alaska, 1965)

"I think perhaps the most meritorious suggestion comes in making activity mandatory as in Jr. League, for instance. Create some sort of a "Prestige" point system for active members. Probably have 2 or 3 categories of members; the inactive would pay more. Hospital groups do well with this sort of approach, too. It seems artificial and status-seeking but don't forget that's the kind of world we live in."  
(Individual league member, Euclid, Ohio)

"Some of our board felt that a president-elect system might be studied to see if this would help the president." (Provo, Utah --49)

"I believe in some instances, study is not necessary. You can predict in some cases the outcome, based on prior consensus, and general League philosophy; perhaps a position could be drafted, then check to see if members agree (concurrence), because I feel we are drowning down there "in depth." I hope more than one method will be adopted. The one that seems most appropriate might be applied at the time a study item is adopted." (East Washington County, Oregon--78)

"The League program as it is now seems so logical and well put together. However, the people in Washington, D.C., have such a large staff that they can put together a larger amount of material than a small league of 50 members can sort out and digest. If there were a full-time president and several full-time officers, they could manage. Our league doesn't seem to have them, and I can't seem to recruit them." (Coos County, Oregon--)

"Majority disagreed with programs being selected at National Convention. Many favored method similar to Common Cause whereby every member would have an opportunity, thru direct mail from National, or State, to vote on program selection. Members do not respond to notices in Voters or to program meetings. As a result, a very few make the decisions.---It was felt those large leagues are in a better position to financially lobby LWVUS or State LWV; they have a greater voice in program selection than those who can't afford to send delegates to convention." (Cape Kennedy Area, Fla.)

"Why not have a whole new approach to the method of program selection? Why not leave it to the popular vote--not ~~xi~~ delegates at Convention?" (above League)

# ENDANGERED SPECIES REPORT

Five people attended the luncheon. We came to the same general conclusions that the national committee did: that we don't want to change our basic purpose or "grass roots" methods, but that we need to improve our management techniques. These better management techniques include the following:

- 1) Having more office help, perhaps even an executive director that could coordinate activities, take care of innumerable details, and generally centralize and professionalize our operations. In addition to this executive director, parttime paid clerical help done in someone's home is another possibility.
- 2) Have a strong program chair who will give support to Resource committees. Certain areas lend themselves to cooperation and/or coordination with other Leagues in the area. This could help solve the manpower problem. Also, people in the community could be used as a resource for certain topics.
- 3) Our public relations need to be improved. The League will not sell itself. Some imagination and common sense (and time) can go a long way towards making a meeting an enjoyable success. PR (external or internal) should be part of planning meetings. Another suggestion along this line is increased use of public TV.
- 4) We could get management advice from experts, their time being a contribution to League. More detailed job descriptions and additional board training were also recommended.
- 5) To facilitate area-wide coordination, a meeting of area presidents was suggested, to be held at least once a year.
- c) We need to better organize our finance drive. This could help pay for more office help. Education fund money could be used to finance some studies.

Additional miscellaneous suggestions included allowing for mailing in concurrences; having special guests at units, invited from that particular area; and making a point of inviting someone to carpool to a meeting with you. We felt that if we could get people to some good, lively meetings we would have them "hooked"!

Some comments that came along with the questionnaires:

- 1) We are trying to do too much for the manpower we have.
- 2) Members should be accepted at all levels of participation.
- 3) New members could be recruited from among newly naturalized citizens.
- 4) Better communication is needed.
- 5) Improved leadership development is needed.
- c) We could hold more meetings open to the public, well advertized, in libraries, for example.

*and undersigned by H. Carpenter*

"We had hoped the Endangered Species Committee would approach the problems of the Leagues throughout the country to determine how to cope with the declining membership-declining finances, and declining woman power, with an eye to coming up with a totally new and revolutionary approach to revitalize this tremendous organization that still wants to survive but is struggling to know how to do it in present day. You need to ask how do we change internally to meet these shortages. How can we change our structure--our pattern--to make it fit the cloth we have available? No organization can exist over the years without recognizing that as the social changes of society take place, so too, the organization that wishes to be effective must also change with them.

Has any consideration been given to the fact that once we have a single membership fee that is paid directly to LWVUS that perhaps part of it could be sent back to the local League? There is strong feeling that since money is increasingly more difficult to come by there should be less money going out of each local community--a greater proportion should be retained locally in order to allow the principle of "grass roots participation" to operate thru local programs. At Convention the voice of the smaller League is lost, and in addition, there is NO voice representing those who could not afford to attend. (Cape Kennedy Area, Fla. (84)

Perhaps the League should divide into two separate organizations--one for Voters Service and one for taking action especially at the local level. The organizations should have different names. The LWV has a reputation for nonpartisanship and when it takes action the general public is confused. It is the League's responsibility to provide voters service--that is what the public expects." (Kirkwood, Mo., 156)

"We like League organization the way it is...but we can't afford to spread ourselves so thin, mainly financially. We have found that in recent years we spend more time and energy on fund raising than on action and program. We feel the scope of the LWV has been limited if we are to survive. However, we couldn't decide what to give up.

We feel there has to be more volunteerism at the National level...only because we cannot afford less. Another thought was for LWVUS to charge more for publications and Board Reports to help pay for professional staff.

We feel the financial structure has to be equitable for us to remain effective. For example, LWVUS dues at a set rate with 1/3 going to each level of LWV. We feel strongly that for the uniqueness of League as a grassroots organization to remain strong, local leagues need to retain a fair-share of member dues. Without this incentive, there is no reason for us to maintain a strong membership drive." (Babylon, New York--70)

"Our board acknowledges that much frustration and complaining accompany consensus. Members often feel unprepared to respond to questions; questions sometimes seem vague or prepared to elicit an expected response. Yet, when confronted with the creative alternative offered in this questionnaire, the members were unwilling to change the consensus-taking process--except to allow the resource committee--at times when the urgency of action does not allow for consensus units--to reach consensus with the concurrence of the board (members invited) and the notification of the membership. They wanted to insure that such extraordinary privilege would not be abused." (Ocean Township, N.J. 78)



Suggestions which came out of the Endangered Species General Meetings

Better communication and PR with National

Getting The Job Done -

- Use a super saleswoman in each unit to match up persons with special interest, and resource committees. Sell individuals on becoming involved
  - a coordinator
- use a volunteer secretary-helper to the President, would help with phoning, typing, pick her up, park her car, etc.
- use the Unit Leader as a resource for who in the unit might be willing need to express appreciation to those who do jobs
- make jobs smaller-break them down
- do more co-chairing, not as lonesome, more fun
- have a resource pool of people who don't want a long term job, but will do one shot deals
- delegate more, the more people involved, the better
- update the resource file
- recall past leaders for initial help in beginning a project
- develop better PR program to inform League members of tasks that need to be done.

New Members -

- an old Leaguer "adopt" a new member
- call 6 mo. after joined to see where they are, what liked about joining
- have more unit coffees
- allow to attend and be a spectator for a while
- have a guideline for participation
- more orientation programs
- training session for new members in leadership
- develop some structured program for learning about League
- recruit from Newcomers and from Welcome Wagon
- do PR on more "youth-oriented" stations
- write more letters to the editor for exposure
- if meetings held in churches, get in church bulletin
- promote things of interest to those we are trying to reach - social workers, county workers, etc.
- buttons for members - "Ask me about League"
- meet in party houses in apartment complexes
- put signs in cafeteria where you work with your name and phone

Resource Committees -

- Resource Group schedule might become more regular - known as 1st Tues.
- Ask a Unit member to visit a Resource Committee each month and report
- Don't like meetings at the Y
- Change meeting time and place occasionally to attract new people
- trade off baby-sitting and see the sitting as a real way to help League
- highlight resource group more often in the Voter
- list name of home where the meeting is as well as phone number

In General -

- have a highly visible book sale
- give a scholarship prize to a student in High School American Government
- more social gatherings
- more general meetings
- more leadership training - organization skills, management skills
- orientation for League husbands and families
- should not be overcome by structure - take time to be people

} Lisa -  
underlining  
by M. Livi





## LEAGUE OF WOMEN VOTERS OF CENTRAL ST. LOUIS COUNTY

115 Lake Forest St. Louis Missouri 63117

We came up with some thoughts that we would like to share--

FOCUS OF LEAGUE--A clear definition of league activities is preferable to a limitation of activities. In the same vein, we have found that explicit job descriptions make it easier for people to say yes, rather than a vague idea of just a "title."

PROGRAM--We felt that flexible programming--"without guilt"--was the most important aspect when it comes to covering League program. Leagues should do realistic priority setting at the beginning of a year and then carry out what is feasible. We also think that there should be a careful evaluation of what has been accomplished in the past. There was some discussion of going back to some form of two agendas as done a number of years ago, but it was generally felt that this was unweildy and unnecessary.

CONSENSUS--NO ONE liked the idea of national making decisions; we all felt that this was the unique aspect of the league....both our strength and our weakness. We liked consensus as it is, though with flexibility through concurrence. The scientific sampling idea was interesting, but the feeling was that the "scientific" would reduce itself to those leagues that would really do it--and in all of our discussion it was felt that a league that was not interested in doing something would not do a good job anyway.

MEMBER INVOLVEMENT--NO ONE wanted to disband--we'd just show up again and reinvent the league. However, we do think that we need to be more realistic in deciding --locally--what it is we can reasonably expect to accomplish. Through a recent membership survey--inspired by the new membership book--we have discovered that the two main reasons, in our league, for becoming a member are information and and the "example" of an involved friend. To work on this we will institute more "information" for new and long-time members through some sort of education/training program. We also will work on our one-to-one concept to try to encourage more volunteers. We have tried for several years now to "use" working members and we have failed. We are still basically a day-time group and those members who do work never come to the evening meetings even though they keep telling us that they want them. We do get some help from long-time leaguers who have gone back to work with "one-shot" things as voter registration and speaking, but new members who work, almost without exception, drop after one year. Any suggestions?? We did talk some of the possibility of two kinds of membership--one for those who are inactive and one for those who participate--e.g. \$25 vs. \$15 or some such. We could not, however, figure out a practical way to implement such a plan. The mandatory one year participation might work to some extent, but again, is probably impractical in an organization that delights in the democratic process and freedom of choice!!

"Go back to the old Continuing Responsibilities and have only one active item for each level of government. . . . Small leagues should be allowed to do Voters Service and local program only." (Webster Groves, Missouri)

The questions on the survey did not deal with the Harrassed over-burdened League leader and what can be done about this situation. We feel that we needed to look at ways the League leader's load can be lightened so that members who are now working or are full-time students could participate.

Our State Board suggests: each local league should budget to hire secretarial help to relieve League presidents and board members;

more help should be given with adequate financial development so that Leagues can hire help (Are State Leagues doing enough?)

look into using student interns with the League, members or those who are working on political science projects, social studies grants or the like which relate to League program;

provide babysitting for every kind of League meeting;

State Boards should re-evaluate the minimum number to start a provisional league because of work load. A larger number may need to be set.

. . . . LWVEF publishes materials that do not related directly to program. Little use is probably made of those publications. They tend to overwhelm us by keeping us too many materials. We do not have the time to promote these materials as we should. Are the larger leagues able to do this? Perhaps with staff, they can." (South Carolina--14)

"Perhaps League boards should pass rules prohibiting any board member from asking another board member for help. This would force chairpersons to go to the general membership, and would free the chairperson to "do her/his own thing" without feeling guilty about not helping out a colleague in need. Nothing, of course, should prevent a board member from requesting to serve on extra projects, but she should not feel pressured to volunteer." (D.C.--642)

"We found this exercise in self-analysis very revealing because when the alternatives were considered, the present procedures seemed better and more productive than most of the possible alternatives! We had though of ourselves as more "revolutionary." (Santa Ana, Tustin, Orange Area, Calif.--127)

"I believe that the real problem of the League is mostly that for women now only work which is remunnerated is considered "worthy." Women are so preoccupied with their liberation that they are seeking as rewards nothing else than pecuniary ones. I hope that as soon as the liberation will be on more solid ground, women will become more sure of themselves and be able again to find satisfaction and pride in achievements which are done by volunteers uniquely for the public good. Maybe the League could glamorize these achievements, as part of the finance drive, to inspire younger members who might not know about them. We used to be a tough and formidable force: legislators used to make fun of us, but our studies were sought after and with persistence and hard work we won many battles: now everybody is very polite to us, but we seem to have lost faith in ourselves; we have become soft and we have lost some of our identity. I don't know if the "modernization" of the League was a good idea. With hired help and modern methods we are trying to ape other organizations \* and we are trying to do too much, and doing it poorly. The "amateurish" style of the League had a unique flavor which was powerful; it consisted in poorly typed letters (maybe because they were written while children were playing or fighting in the same room) but with sould ideas and new ideas and they disclosed a profound knowledge of the subject and a profound faith in the possibility of achieving the impossible." (Member, Belmont, Mass.)



"We were asked to put these 14 products (voters service, public education, self education, skilltraining--self, experience--self, political action internal consensus process, firndships, frustration, belonging/national affiliation, sense of personal satisfaction, voluntary time, stepping stone for career, and upgrade image of women) in order of our individual priorities matching each against the others. The end result would be a grand total of each participant's priorities added together to give a picture of the top six priorities according to this reflective group of League members.

Would it surprise you to know that personal satisfaction came first? Not Voters Service, political action or public education, but a sense of personal satisfaction. Following very clasely was self education with public education next, followed by experience, voters service, and finally political action."  
(Portland Area, Maine)

"I believe LEWVUS could work to establish more direct contact with members via questionnaires, surveys and direct mailings rather than funneling so much material to LL national program committees. Local Leagues have all they can do to keep up with local and state program and by the time their committees have digest the excellent material from LWVUS the information is usually greatly weakened. As a long time LWV member, (and present president) I rather resent the amount of local time and effort spent on preparation of National information for our members. I strongly urge LWVUS to consider ways in which they may more directly communicate with members re National matters (les money on committee guides & detailed publications; more or more frequent, ~~more~~ more concise mailings). This approach would not only strengthen the realtionship between league members and thier organization at the national level, but it would also free local and state boards to work more effectively on the issues closer to home.

In my experience, the strength of the LWV depends primarily on its effective ness at the local level. Local Leagues need more help from LWVUS than they are presently receiving. The "Washington bureaucracy" syndrome seems to be caught up with League and members, even the best informed, feel increasingly remote from our national level. Better communication (not necessarily greater volume--we are drowning in paper) and more realistic perceptions of the limitations of local leagues and their members' capabilities are National's part could really help strengthen the lls and, of course, the entire organization." (DeKalb, Georgia--300 )

"Suggestion: A mandatory update every five years on each program item. This would help keep all members better informed of program. We have been updating local items and find it very helpful. The committee updates the item and further action is discussed." (Wichita, Kansas--232)

"We cannot find anyone who wants to be the ll president. The general feeling is that the job is too overwhelming (this includes paperwork, reading, and feeling comfortable in the position as spokesperson for the League.) (Waynesboro, Va.--34)

"Perhaps we have to acknowledge that there are fewer people interested or able to participate in a concentrated way to the League program, and try to develop ways of making study and discussion more accessible. But the method of League consensus is unique and has earned respect and acceptance of League positions and could not be watered down." (Dunn County, Wisc.--42)

"Could not smaller Leagues have more latitude in their choice of whether or not to make an in-depth study of a question? Perhaps only one state and one national consensus study per year would relieve the pressure." (Cooperstown, New York--60)

57 members

9

30 Goodale Road  
Larbloro, Mass. 01752  
Feb. 1977

Notes from an exhausted president (who surely must be an "endangered species")

Here finally is my chance to spout off! I refrain from doing so locally for fear of scaring off future leadership potential for our local League. Please understand that being pregnant the 1st year of my term and now having a baby and a kindergartener has rather complicated my local league president's schedule. (No fewer than 4 of our board members had babies in 1976, so I'm not alone!)

LWV administrative duties and the many local action demands occupy 100% of any free time I have plus time I gain through the total elimination of any hobbies and the skimping of things I should be doing with our family. My husband has been my helpful babysitter and housework helper but his patience has now run out, too.

As a small league, we don't even attempt to do everything since we know that is impossible. Of our 57 members, we have about 20 (14 of these on board) who can work hard and about 5 more who can help some. About 10 more will attend some things. The rest we hardly see, no matter how we try by phoning, buddy system, etc. Getting members to pay dues that are long overdue requires constant dunning. We're so lucky to get a board numbering as many as 14 and they do double and triple duty--even serving on each other's committees when committee members can't be found. They're marvelous, dedicated and supportive women, but they're exhausted, too.

With all the administrative areas for the League (President, legislative, secretary, treasurer, membership, public relations, fund raising, unit organization, program planning, bulletin, voters service) to be covered just to stay going, there are few left to chair program and action areas. One local study, one state study and one national study (U.N.) were all we could fill and we're thankful for that.

I must put in a minimum of 30 hours per week (it has been over 40 this week thanks to annual reports, this questionnaire, etc.) in ongoing things like: attending LWV and local gov't meetings, state LWV workshops and events, the many phone calls received and necessary to make, reading and sorting the mountains of mail, completing reports, questionnaires that come in, preparing for board meetings, monthly bulletin column, typing stencils for the bulletin (due to shortage of members who can type), fund raising activities, letter writing, lobbying local and state officials, responding to questions from press and public, member recruitment, contacting and advising various local portfolio chairmen, covering some areas where there is no chairman (to at least keep up on what is going on and reporting some of it to the members), etc., etc., Plus special things like advising budget committee & working with annual meeting chairman & preparing for state or national conventions, etc. This full-time job must be done in the wee hours of the morning with sleep sacrificed. In no way when I was recruited to be president was it made clear that it required such sacrifices of my personal life and schedule. Yet, I committed myself to the job and I will complete the term which ends in May.



There are few members of our league who can devote this amount of volunteer time to the League. I pray that our most likely nominee for president will accept (I've been trying to groom her), for if she doesn't, I don't know where the nominating committee will turn.

We are a somewhat transient community, so membership recruitment is like being on a treadmill. We work so hard to get new members, only to have an equal amount either move away or drop out due to going back to work or school. No matter how we stress the importance of previously active members continuing their membership and support for the League even though they're otherwise tied up now, most refuse to belong to an organization to which they cannot contribute ~~to~~ through active participation, so they drop. (Maybe it's guilt about not being able to help at a time it's so needed, I don't know)

Action is an especially difficult area. If I could only count the times I hear "Our League should do something about this!" based on past positions. Yet, when the time for action comes, the membership will not respond to requests for assistance. It's the former chairman for that position or (in most cases) the good old president who ends up a lobbying committee of one at the City Council, School Committee, etc. The Observer Corps is our 2nd V.P. and I mainly because nobody else will do that ("Too busy" to go to those things.)

The League seems to be spread so thin with so many program areas. I was at national convention (a fantastic experience) and voted for only one of the 3 adopted program items. All 3, of course, are most important, but we must realize the limited person-power now of so many leagues and try to do fewer things better. I felt that way at convention and do even stronger now. The same goes for state and local levels. Our Annual Meeting each year is equally over-enthusiastic on what they vote in for the board only (it turns out) to do.

Our answer to Part A-2 of the LEVUS annual report about extra projects, questionnaires, etc., cropping up during the year to which we're asked to respond, applies to both state and national Leagues. We have nobody waiting in the wings to take these on. It ends up to be the president on some and no response on many.

Also, there's no way we can deal with the volume of material from the Educational Fund. It often seems like the EF gets off on tangents (though I realize much is financed by grants). I wonder if too much money is being spent on producing material that just gets filed away because nobody is available to follow up on it.

A positive note--the winter National Voter was a fine issue. I'm impressed with the articles on program and inspired by reports of the great and large projects other leagues have done. It truly shows the value of the League. I also look forward to more articles about the work of the national office.

We refuse to give up locally because we know that in our 8 years as a local league we've had a significant and positive impact in our community (though sometimes controversial). Somehow, we have the

image that we're 10 times bigger than our few members, so we work like crazy to maintain that image so that our impact will not be diminished.

We're lucky to not be in financial difficulties, though the last fund drive was a lot harder than the year before. The bad economy truly affected some of our formerly faithful contributors. Member support for fund raising activities is about zero, so our board must almost single-handedly do this. We also have one big fund raising event per year to supplement fund drive--again must be done by the board, though we try hard to get more involved. My fear is that if a lack of member participation continues, financial difficulties won't be very far behind.

We don't really have any wonderful solutions to offer because everything the League does seems so important to those of us deeply involved. We do know that alternatives for the future of small leagues like ours must be considered. Our board recently put much thought into a questionnaire sent to our members with a stamped self-return envelope to get guidance from the members in what we think is a crucial point in our league's life. The new LNVUS "Membership Management" and the new Mass. Membership book were of great help in designing the questionnaire. When the results are in, I'll share some of them with you. We are prepared to look at alternatives for membership recruitment and program management if returns show that the majority of the membership cares--we truly have suspected lately that they don't care enough to motivate board members to knock themselves out like they have done this year. It isn't really that they don't care so much as it is that they truly are too busy (no league member I know is the type who just sits around!) with other dimensions in their lives.

Maybe a one-year term for office is an alternative. After two years, I am totally burned out and am counting the days until annual meeting and my retirement. I will never volunteer my services to this level to anything, no matter how worthy, again. I will always admire our dedicated League leaders on all levels, for I fully realize how much they give unselfishly to the League. In time, I know I'll look back and remember the great experiences, rewards and personal growth from the president's job. Memories about the constant battle to keep up will probably vanish. Strangely enough, I'll always be glad to have had the experience and certainly will cherish the many good friendships that resulted from League work. I will continue to contribute to the League with my services in small ways, but I now know why our past local presidents didn't participate as much after their term was up (at least the 1st year after)--they had to rest!

Thanks for hearing me out.

With sincere dedication to  
the League,

Christy Paulsen, President  
LNV of Marlboro, Mass.

"League members, especially presidents, must be encouraged to treat their positions as a job in that it has to be left. By that I mean those of us who can't spend unlimited time in this activity should leave it after so many hours just like people with paying jobs. All of us feel if we can just get in that one more phone call (whether it's 7:30 a.m. or 10:30 p.m.) it would make a big difference. NONSENSE. LWV is a vital part of my life but it is not my whole life. I may not be the best president we've ever had, but I am coping with the job and showing others with my type of personality that it's possible for them to do it too. Isn't this the crux of the endangered species: If there's not a person to do the job, don't do it. And, by God, don't hire someone to do it at the national level if there's a volunteer doing the same work at state and local levels. (Chattanooga, Tenn.--74)

"Sunset" rule an excellent idea. We are trying to cover too many areas. We should accept the fact that we cannot be an authority on all facets of government.

There is nothing wrong with League at the grassroots; too many professionals at the Grassstops."

Support more regional conferences to learn problems of others. We need help for strengthening local administration and we need to strengthen state leagues. Let's remove the burden of clerk-typist responsibilities which take away limited study-action time. Consider developing local offices for small towns, or larger,--using joint office space with other civic clubs--joint secretarial help, storing of a mimeograph machine and typewriter.

Local league has authorized Cod-a-phone for President's home to serve as a convenience for returning public calls as well as to Board members." (Alexandria, Minn.--60)

"Requiring participation by a volunteer-type organization would be deadly; service clubs requiring such are experiencing difficulties." (Independence, Mo. 61)

"Rather than drop completely or in part program items, we would rather see the National Convention assign priorities to existing program items. Certain items might be put on the "back burner" and their budget allocations reduced if no action was contemplated in the coming year. The item would still be there, however, if the possibility of future action was foreseen." (Yorktown, 63)

"We are not participating in several national items because of lack of member interest. How many other leagues are like us? We spend the greatest percentage of our money on voters service. What about other leagues? Can they afford to do voters service and program? There are many ways to belong to League, let us allow for diversity." (Springfield, Ohio--152)

"Let's have a clean sweep on program; drop H.R. (especially need to look at age of position papers), corrections, E.Q. (National), Land Use, U.N., maybe even trade)." Rockford, Ill.--170)

"Allow local leagues to have affiliate members with NO PME. They would require no service, i.e., no state or national mailings. This would allow membership dues income (at reduced fees) from the locals who would only require local servicing." (Oregon)

"Limit LWVUS to publications on studies in process only. Cut budget on all other frivolous publications." (Upper St. Clair, Pa. 79)



"The OLD GUARD pointed out that National program used to consist of three items, equivalent to any three sub-items under any one of today's program categories; they wanted program pared significantly in the interest of League credibility and effectiveness. The Sunset Law was viewed as a necessity just because of our high turn-over rate." (Schenectady County, N.Y.)

"As President I see problems which the general membership cannot. My particular ulcer regards the top down decisions. These are examples of things in my file folder labeled "Things that Make Me Mad:"

On October 1976 a memo dealt with LWV interviews of the 95th Congress. Kits would be mailed to State Leagues in early Nov. Deadlines were Jan. 10, 1977 for newly elected materials, April 18, 1977 for all others.

Feb. 1977--State Board Report--soon kits would be received by Leagues responsible for interviews. Included reading list, etc. Deadline April 18, 1977.

That leaves 1 1/2 months for the responsible league to coordinate the activity, do the research, accomplish the interview and return the results. Simultaneously, each league is preparing their own annual meetings, their state and national reports and various other reports, such as this survey. . . . In our league all too often it means Madame President who is busy with all the aforementioned meetings and duties gets stuck with the job. . . . It takes the professional leagues 4 months to move these kits, but the local leagues are to respond in 1 1/2 months. PLEASE HELP US POOR PRESIDENTS WHO BEAR ALL THE GUILT AND RESPONSIBILITY OF MIDDLE MANAGEMENT. (Canton, Conn., 51)

"How many leagues do not study all levels or items. If there is 3/4 of leagues who voluntarily do a full program, then a full program should not be required by all leagues."

"Half of our membership is inactive. They are people who were once very active. but are no longer. However, National and State continue to charge us for them. They should be put into a separate category. They pay dues out of interest and loyalty and a desire to keep in touch. . . . We love them, we want them, but they are a budget burden. Find a way to help us on this." (Fridley, Minn. 61)

"We could not figure out what we would be willing to actually drop, but would like some system for defining what is to be on the front burner for the next two years and what on the back burners. (You can guess that there are several old timers here who remember the "Current agenda--continuing responsibilities" days as more comfortable than having everything on the same level.) On the whole our members disapproved of any type of short-cuts to consensus but did feel that sometimes special conditions call for extraordinary measures so do not wish to forbid all uses of concurrence. The sense of the meeting was that the best way to reach a balanced consensus in a grass roots organization is for everyone to participate in the study and discussion process." (Baxter County, Ark, 50)

"We undertook a major reorganization two years ago when it had become impossible to recruit a President because of the time demands of that job. . . . We operate with a Board of 7 members--Director, Director-Elect, and 5 other Executive Committee members who divide the responsibilities of Secretary, Treasurer, Bulletin Editor, membership, units, etc. All are elected for 1 year terms with the Director-Elect automatically becoming Director. There is a three year limit on the number of terms one may serve in order to more fully involve our membership. This has been very satisfactory. (Stillwater, Okla., 97)



"Determine if there is a perceptual problem between local and national leagues. If so, start a P.R. program to correct it, such as a slide or film show pointing out the inter-relationships of all league levels." (Hendersonville, Tenn.--46)  
GINA's NOTE: This league has never sent a delegate to National Convention.)

Suggestions: "Use concurrence method more often; Use T.V.--Why can't a study be brought to members and other via Public Broadcasting T.V. A National study could be taped in D.C. (or anywhere) and then rebroadcast by local Public Education Stations. There could be local discussion units after viewing the program or programs, if a series, and consensus mailed in. Members who cannot come to units can view at home and participate in consensus. Our study via T.V. can be seen by all people, not just members, and so educate and inform many more people. Some corporation may sponsor these different series as public affairs forums, great debates on issues, etc. This could be done at all levels of program.  
(Anaheim--Garden Grove, Calif., 64)

In my opinion, The League of Women Voters has a marvelous structure. We can achieve "organizational renewal" every ten years without throwing the baby out with the bath. I do not want to cut program nor do I want consensus by committee or boards even with member concurrence. I want to make optimum use of League action techniques, League leadership management techniques, League program management techniques exercising the variety of membership agreement options which we have developed. I feel within the last few years each of these things which I have mentioned have grown in exciting ways. We haven't been able to fully utilize them yet. Money is at the heart of greater utilization. If those of us with less expertise and experience could have in-state training by those who are highly skilled in the use of these techniques we could take a giant leap forward in overcoming our continuing problem of reinventing the wheel in the League. Many of us could profit from a short course centered around our publication In League. How can we make that document come alive for Board members? Finally, let's stop being afraid of our action oriented members. The checks and balances of League procedures can keep any one kind of Leaguer from running away with the organization. Activists aren't turned off by the procedures as many Leaguers claim. Activists respect the procedures when they see that ultimately that is where the strength of the League lies--our way of working is time proven. What turns activists off is the attitude, the lack of trust, by some members and their attempt to hold League close and not open the doors to a diversified membership (even middle class people are diversified).

I am not certain that the Endangered Species is the average League volunteer. The average member is proud<sup>of</sup> and fulfilled by the organization. The Endangered Species may well be the weary local and state leaders we encounter. Money will prevent their extinction! Money can move<sup>us</sup> toward optimum use of the techniques mentioned earlier. Money can pay for the typing of this report so I don't have to. But money couldn't buy my dedication to and belief in the League of Women Voters and its structure, procedures, Voter Service/Citizen Information and Study/Action.  
(League of Indiana)

"The greatest strength of the LWV is the involvement of individuals, individuals who learn through doing, who stretch their minds by learning the ins and outs of a new subject and who increase their self-confidence thereby. The byproducts of this personal involvement are people who are informed, who care, and who have developed leadership qualities." (Manhattan Beach, Calif. 99)

"Instead of always the study-discussion based consensus . . . perhaps there are some issues where time and written information available from League sources warrant balloting or oral consensus based on study but not necessitating discussion." (Sioux City, Iowa, 103)

"The problem is one of setting priorities--leagues cannot handle EVERY national item. This was addressed in the LWV self study years ago and this committee wastes League money.--Arkansas has asked each local league to handle one national item.) (Arkansas State Board)

"The League has become too partisan. For example, the PAR leaves the realm of lobbying for an issue to suggest voting for particular candidates. There may be a fine line of distinction between lobbying for an issue and trying to encourage the election of candidates who support those issues, but it can be the thing that distinguishes the League, in the mind of the public, from partisan organizations. . . . There was criticism of the number of items that League supports or opposes that seem to comply only peripherally from consensus positions. In this sense, it seems to some that the League does behave like Common Cause." (Ramsey Area, N.J., 75)

"We are concerned with the financial structure of State and National League--duplication of funding--with too much pressure on small local leagues. No need for Duplicate President's Mailing for small local leagues." (Palos Orland, Ill., 32)

"Too much needs to be done at the monthly discussion unit. Too much time spent on side issues and LWV business which encroaches on the main topic for the evening. There should be some other way of handling this so just the main topic is dealt with. Otherwise inadequate time is spent on what should be the main purpose of the meeting." (St. Paul, Minn. 279)

"Small leagues could focus on one issue, large ones divide into areas of study, local, national and state with positions reached by study group and concurred by whole league. . . . National convention every 3 years, so each year there would be 1/3 membership plus study committee to focus one year on national, next state, and then local. Membership would not be locked into a 3 year grouping, but fluctuate each year with concurrence used. . . . Training program for new members. . . . Greater need for additional topic materials or just access to those materials already circulated by previous members. A portfolio of materials should be available to each new member--even on a monthly or bi-weekly basis so that we can familiarize ourselves with these documents." (St. Paul, Minn., 279)

"Could LWVUS afford to change national program format--using pre-taped programs to be aired on Educational T.V. following along the lines of the Great Decisions program? If this were possible, it would be more effective than the many written words." (Taylor County, Kentucky, 31)

"We would like to see program study reduced to a more workable level, but do not feel that imposing absolutes of numbers, must drop, etc. is the proper method. We would prefer guidelines of curtailment rather than limits. . . . Each League is individual and must have the authority to choose how its efforts will be spent." (Parkersburg, Vienna, W. Va., 61)

Add to Program Section:

"Notwithstanding the foregoing provisions, no more than six (6) items shall be adopted by any convention. When more than six (6) items, receive the necessary vote for adoption, a counted vote shall be taken on each of the items without further debate. Each delegate may vote for no more than six (6) items. The six (6) items receiving the highest number of votes shall constitute the program."

We chose the number six because that is the number of State programs we now have. Our intent is that if a new item is adopted, an old item must be dropped. We feel that this restriction would force Convention delegates to choose priorities, something they do not have to do now.

Also, add to program section:

"Consensus or concurrence of program items shall be limited to one consensus or concurrence per year to be chosen at the discretion of the State Board."

We feel that this is all we can handle. If we have too many consensus or concurrences we run this risk of having too few of our total membership participating, which can only be very serious when action is called for.

(Roxbury Area, H.J., 110)

"There was unanimous agreement that program selection at National Convention be changed so that smaller leagues unable to send delegates have some vote. (Suggested 1/2 vote)." Rocky River, Ohio, 97)

"We feel that limiting program is not the answer. Just because something is adopted at the national or state level does not mean there is member interest at the local level. We do not feel that Leagues should cop out but rather that they give a real try at manning program committees. We find that the more study committees we have going, the more active the League is in all areas." (Wilton, Ct., 159)

"Stupid questionnaire." It does not strike at the heart of the matter which is woman power. It's a small core which do all the work. Perhaps you could send out subsequent questionnaires addressing the above and other questions you didn't touch on." (Los Alamos, N.M., 92)



We recommend to state boards that they ~~have~~ workshops for delegates to national Convention which focus on program and its adoption, rather than briefings on how to dress for comfort.

To local boards, including our own, we suggest the following:

- 1) Require each committee to recruit at least one new member as an observer.
- 2) Explore every avenue for making new and prospective members feel comfortable, e.g. buddy (sissy?) system.
- 3) Refine and expand "time and talent" questionnaires or resort to the phone so that members will see the implications of checking off talents and past experiences.
- 4) Play up the observer corps which is a passive evening activity.
- 5) Hold some unit briefings and debriefings during the day and some in the evening so that the discussion leader and recorder pool can be increased, involving a cross section of membership.

(Wellesley, Mass. , 255)

"... we suffer from a loss of participating membership. We recognize the need for greater professionalism as has developed on the national level. But rather than give up our grassroots policy we think realistically we can offset our loss of membership on the local level with greater coordination, cooperation, and consolidation." (Monmouth County ILO, 5 local leagues)

"Somehow, leaders need to be made to understand that programs are like a cafeteria. ... you pick what your League can make effective use of, do as much of it as well as you can, and stop having a breakdown because you can't do everything as well as you'd like." (Saginaw, County, Mich., 61)

As the state with #1 membership growth in the country, we would like to comment on the Endangered Species. The most vehement comments came on insisting that decisions come from the membership, not the National Board. We, too, are experiencing difficulty in finding League Presidents as well as Board members. We, particularly, find it difficult to found new Leagues with the heavy requirements for program as it already exists. Let's face it, most Leagues receive the best PR for local items - and obtain the most members. They need strong backing from the State League - and we operate with considerable force at the Legislature. But, let me add, only because we know we have the strong backing of the folks back home.

Most of the Board felt the Energy item wasted time and manpower as well as tons of paper. Again, the feeling was expressed that League backs off from hot issues and launches into the blue where our political clout is not tested, i.e., UN, Energy, Unemployment (that study was horrendous). But, we need help on integration and ERA. We need communication between Leagues on both of these. And, I mean between State Leagues. Dot Ridings' visit here was of inestimable value but the VOTER article had no relevance to our experiences. Why? We read the NY Times, even in Georgia. Thanks for asking!

(Georgia State Board)



"Flexibility is increasingly important. . . . State and National should make every effort to reduce the paperwork involved in League activity to keep the "endangered species." Southbridge, Surbridge, Maine, 54)

Being a small League we do not even try to cover the total program load. There is no way we could and many items are without chairpersons. In the past nine years that I have been a member of this League we have taken concansus on the required studies and have agreed with the national consensus on every program. Therefore, we lean strongly toward using a concurrence method of consensus more often. We would trust a central committee or other Leagues or a resource committee to make a consensus subject to the concurrence of local Leagues.

Also, some members felt that some of what we study has been studied by other groups and we are wasting our time by repeating.

Last, our board hopes this study will result in some ACTION. Many of us have engaged in League introspection and study until we cry, "Please, no more".

(Seymour, Indiana, 30

"All paid staff at the professional level should be members of the League."

We would suggest that we eliminate some items which are handled effectively by other citizen lobbies or groups, such as E.Q. We feel that we do Voters Service the best and should not consider dropping that part of the league." (Cattaraugus County, N.Y., 37)

"As President, we have too much paperwork. . . . The National Board should take the leadership role and consider dropping one item in 1978.."

"It was felt that the mechanism for keeping and modifying program was adequate, and that each item needed review on its own merit and condition, rather than be subject to Sunset law, etc." (Springfield, Ill., 211)

- each local League should budget to hire secretarial help to relieve League presidents and Board members
- more help should be given with adequate financial development so that Leagues can hire help (National is aware of this but are State Leagues doing enough?)
- look into using student interns with the League, members or those who are working on political science projects, social studies grants or the like which relate to League program
- provide babysitting for every kind of League meeting
- State Boards should re-evaluate the minimum number to start a League (provisional) because of work load. A larger number may need to be set.

S. C. A. . . . 1978

We much prefer the idea of a resource committee arriving at its own consensus, then at a general membership meeting, presenting their conclusions with an adequate expression of how these conclusions were reached. Hopefully, members would have had a discussion on the item before the general meeting and so would have enough background to understand the resource committee's explanation and could voice any objections they may have at the committee's consensus, at this general meeting.

The local Board would, as it does now, have the final decision on the subject after the general membership meeting had taken place, basing its decision on the resource committee's recommendation, and the reaction of the membership to its recommendations.

Three groups recommended returning to the system of Continuing Responsibilities. This would enable us to maintain position and work on emergencies but does not overload the active program and there was a general feeling that program was too heavy.

(St. Louis, Mo., 400)

"We should revive the tradition of 'continuing responsibilities.' This would enable us to keep current on certain items and still save money by eliminating the constant flow of printed matter necessary for a study item." (Glen Cove, N.Y., 76)

To: Boarders

From: Jean Reeves

Re: Notes from Newsprints of November 5th Retreat

Date: January 25, 1977

Local Leagues

1. Divide state with (seven?) areas
2. Consultant
  - Action
  - Field Service (Organization?)
  - Program
3. What blocked?
  - No training
  - Too little communication
4. Outstate Board meetings
5. Outstate committee meetings
6. Pretest consensus questions
7. Place conditions on Field Service visits
8. Field Service time on Board agenda
9. "Better meeting" services
10. Grievance procedure
  - Consultant effectiveness
  - Disagreement with State position
  - Personality conflict
  - Careful responses to complaints
11. Clarification of present procedure, i.e., consultant visits, etc.

State Board

1. Board backup
  - a. Committee
  - b. Train replacement
  - c. Instruction for committee chairman
  - d. Application form for committee recruitment in Board Memo, VOTER?
  - e. Care and feeding of committee members (Arlene Nystuen)
  - f. Citizen League procedure
2. Service to Local Leagues
  - a. Recognition - stroking
  - b. State Board responsive to local Leagues
  - c. Coaching staff
  - d. Care and feeding
  - e. Remove obstacle
    - exciting local Leagues
    - increase membership
  - f. Responsibility - do "we" tell them, or do "they" tell us?
  - g. Need for balance
    - local Leagues need help - state Board must make it easy to ask for help
  - h. Need for more personal contact (Board to local Leagues)
  - i. Procedures are there
  - j. Unit meetings must be interesting (and open)
  - k. State Board tells local Leagues to SHAPE UP
  - l. Field Service kit to make zingy visits
  - m. Schedule of visits

Staff

Executive Director	\$10,000	Full time
Correspondence		
Update materials		
Administer grants		
Backup cover for meetings		
Other		
Secretary/Clerk	\$3.00/hour	Full time
Answer phones		
Type		
Dictation		
Office machines		
File and VOTER lists		
Development-PR	\$6,000	Part time
(Spelled out in job description)		
Action-Program Clerk		20 hours/week
Action stuff		
Bookkeeper (office)		
Field Service Clerk		4 hours/week plus
(Not spelled out)		stipend for travel
		and meetings

Care and Feeding Board Members

1. Stretched between Field Service duties and program responsibilities
2. Need to use staff
  - a. Direct staff
  - b. Trust staff
  - c. Training in use
  - d. Clear job descriptions
3. Consultant visits are not satisfying
  - a. Need for additional materials
4. Feel uninformed about other's (Board members) work
5. NEED STROKES



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To: Burkhalter, Patterson, Sawyer  
From: Georgeann Hall  
Re: Long range facility planning  
Date: October 17, 1977

Thinking ahead two, five or ten years is always difficult, but good management and fiscal responsibility require forward looking, long range planning. We would like to begin now to explore the options and alternatives we should be researching before leases expire, or budgets get tighter.

Several questions readily come to mind:

1. Do we need three separate metro offices?
2. Are there ways that the LWVMN, LWV-Minneapolis, and LWV-St. Paul can cooperate more to improve the effectiveness and efficiency of our operations, staff, responses to the public? Are we using the available dollars to greatest advantage?
3. Should we be looking to a store front type of location in a more heavily trafficked area to keep the League more visible before the public?
4. Should we share our "equipped" office and two others with just receptionist capabilities?

I'm sure there are other questions that you will think of to add to the above.

Would it be possible for you to meet here at the state office at 1:00 p.m. on Tuesday, November 1? If it is not possible for you personally to be here, would you please send your administrative assistant or whoever is empowered to speak to office matters and procedures for your League. Let's think creatively and plan together for the future.

Thank you.



## LEAGUE OF WOMEN VOTERS OF MINNESOTA

555 WABASHA • ST. PAUL, MINNESOTA 55102 • TELEPHONE (612) 224-5445

March 24, 1977

Dear Old/New Board Member,

The time has come to do some long-range planning - again! (Please, before you throw this letter down in frustration, read on.) The first step, to identify our mission(s) and priorities, will be taken at Mary Waldo's on April 19th. The presence of all board members, old and new, is requested.

The meeting begins at 9:30 a.m. and is expected to last until early afternoon, so bring a bag lunch. Shortly before the 19th you will be mailed a list of mission statements. Please read them carefully and come to Waldo's prepared to discuss, dissect and debate. Your input into the long-range planning process is essential.

I know this is a tiresome task, and I ask your forbearance. This will be the beginning of a solid, long-range plan which will give us a clearer picture of our priorities - where we are going, what needs to be done. Most important, it will be a document we can, and will, use - for fund raising, for evaluation, for direction, for budgeting, for all League activities.

Mary's address is 2279 Folwell in St. Paul (across from Jerry Jenkins). If you need directions, call the LWVMN office and Betty Ann will be glad to give them to you.

See you April 19th at 9:30.

Sincerely,

*Judy Medelman*

Judy Medelman

Ass't to the President





## LEAGUE OF WOMEN VOTERS OF MINNESOTA

555 WABASHA • ST. PAUL, MINNESOTA 55102 • TELEPHONE (612) 224-5445

April 6, 1977

Dear Old/New Board Member,

Enclosed are the suggested priorities for LWVMN to be discussed at the long range planning meeting on April 19. Please take time to think about the comments and then rank them in their order of importance. If we have not included a goal you feel should receive top priority, please add it. Come prepared to discuss and defend your rankings.

Walt Reeves will be coming up from Carleton to open the meeting. Mary will have lunch for us. If you could call the office and confirm that you'll be with us, it would be appreciated.

Again, the meeting begins at 9:30 and we hope to be finished by mid-afternoon. The Waldo address is 2279 Folwell (a few blocks off Como and Hwy 280). If you need directions, call the office. See you there.

Sincerely,

  
Judy Medelman

CITIZEN INFORMATION

Begin Debates Planning (Summer 77)  
Focus (Jan)  
Focus (Feb)  
Focus (Mar)  
Workshop/LL/how to run Focus - Council (Apr)  
Workshop on Parliamentary Procedure (TBS)

VOTER SERVICE

Election Survey & Committee Guide (Nov)  
Caucus attendance push (Feb)  
Precinct Hotline/Metro (Feb)

GOVERNMENT

Update Legislative Compensation (Oct)

ACTION

Traveling Workshops: Ed/Energy/Action (Oct)  
Lobbyist Training Workshops: public am/League am & pm (Nov)

FIELD SERVICE

Traveling Workshops: Ed/Energy/Action (Oct)  
LL Leadership Workshops at Council (Apr)

HUMAN RESOURCES

Update on Welfare (TBS)

ENVIRONMENT

Traveling Workshops: Ed/Energy/Action (Oct)  
ERDA Energy Workshop (TBS)  
Energy Update and Info Clearing House (TBS)

EDUCATION

Traveling Workshops: Ed/Energy/Action (Oct)

MEMBERSHIP

Bylaw change for member at large for Nat'l Convention (Feb)

FALL 77

Begin Debates Planning  
 Marketing: Pubs/Speakers Bureau/Capitol Letter  
 FSG Consensus announced (Sept)  
 Update Legislative compensation (Oct)  
 Traveling Workshops/ Energy, Education, Action (Oct)  
 Lobbyist training workshops; public-am, league am/pm (Nov)  
 Election Survey & Committee Guide (Nov)  
 Speakers Bureau set up (Dec)

WINTER 78

Focus (Jan)  
 Education Consensus Announcement (Jan)  
 Focus (Feb)  
 Bylaw change/ members-at-large/ for Convention (Feb)  
 Caucus attendance push (Feb)  
 Precinct Hotline - Metro (Feb)  
 Focus (Mar)

SPRING 78

Workshop LL on how to run Focus/Council (Apr)  
 LL Leadership Workshops/Council (Apr)  
 Get-out-the-vote/School Boards (May)

TO BE SCHEDULED

Workshop on Parliamentary Procedure  
 Update on Welfare  
 ERDA Energy Workshop  
 Energy Update & Info Clearing House  
 Development Workshop (Nat'l Conv.)

FALL 78

TV Debates  
Traveling Workshops  
Lobbyist Workshops  
Voters Guide  
Annual Giving Campaign  
Begin Civics Course Outline  
Marketing  
Precinct Hotline  
Library Study

WINTER 79

Library Consensus Announced  
Update on Campaign Financing  
Update on Urban Crisis  
Energy Update - Info. Clearing House  
Focus  
Focus  
Focus

SPRING 79

Civics Course Outline Due  
President's Workshop (Convention)  
Convention  
Begin New Program Studies



FALL 79

Annual Giving Drive  
WATTS Line Hotline (Local Elections)  
Lobbyists Workshop (public am/League through pm)  
Traveling Workshops  
Marketing  
Energy Update/Info Clearing House

WINTER 80

Focus  
Focus  
Focus  
New Program Studies in  
Caucus Information

SPRING 80

LL Leadership Workshop  
Council

FALL 80

Marketing  
Annual Giving  
Voters Guides  
WATTS Precinct Hotlines  
Lobbyist Training Workshops  
Energy Update/Clearing House

WINTER 81

Focus  
Focus  
Focus

SPRING 81

Convention  
Begin New Program Studies

MINUTES OF THE LONG RANGE FACILITIES PLANNING COMMITTEE MEETING of November 1, 1977,  
1:00 p.m., state office.

Present: CMAL - Burkhalter; Minneapolis - Sawyer and Booth; St. Paul - Patterson;  
State Board - Brown and Borg; Staff - Herb

Helene reviewed the purpose of the meeting - brainstorming on how the offices can become more efficient and effective, that we were not locked in to anything.

Is the location of the state office a problem to better coordination of services? It was stated that local offices provide a convenience for members and the public, that an office should be on a bus line to facilitate access by those who do not drive. One problem identified in a joint office would be scheduling - for example, bulletins and meetings; other needs identified were for good parking areas, loading and unloading docks (or space).

Present equipment owned by the various organizations: Minneapolis, 2 electric IBM typewriters, one older electric typewriter, collator, mimeograph, manual addressograph machine, manual adding machine, postage meter; Minneapolis' phone bill for two lines is \$764 a year; their rent is currently \$220 for 1100 square feet; but since they are in the process of moving, the cheapest rent would be \$270 or more. Their costs are \$11,796 per year for staff; they are closed from mid-June through July, on Fridays, and the time between Christmas and New Years. St. Paul currently pays \$125 rent plus \$15 a month for staff parking. They have one electric typewriter plus one manual typewriter, manual addresser, mimeograph; their office hours are 8:30 to 2:30 four days a week, and they are to all intents and purposes closed over the summer. The state office has four IBM Correctamatics, a folder, a Xerox 2400, a collator, a postage meter, and an electric addressing machine.

What does the public need? Public or members need to get materials, to look at files of old materials. It is thought that an office is a service to members.

The question was asked, how can we do more with fewer volunteer hours? The suggestion was made that we put ourselves outside of how we've been doing it, or how we do it now, and look at it from how we should be doing it five or ten years from now.

The public does not see us as separate entities, but rather one consolidated organization. Therefore, for public purposes, the more consolidated, the better. For members, however, the more decentralized, the better. The suggestion was made that we have one central telephone which could be answered by the state office, and the Minneapolis or St. Paul offices would be buzzed for their incoming calls. Betty Ann investigated: it would be \$3.85 for the first quarter mile and \$1.65 for each quarter mile thereafter. Herb's best estimate was that it would cost around \$70 a month to have that tie to Minneapolis and probably a minimum of \$3.85 to have that tie with St. Paul.

At the conclusion of the meeting it was determined that each organization would collect more data and facts such as phone utilization.

The following were identified as possible areas of greater cooperation either now or in the future: publishing, storing, purchasing of supplies and LWVUS orders, mailing, and meeting space.

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# Meaningful Reorganization

By PETER F. DRUCKER

During his campaign Mr. Carter repeatedly promised to streamline the federal government, to amalgamate its agencies and to create such new "super agencies" as a Federal Department of Energy. In this, he simply followed the precedents set by every one of his predecessors since Franklin D. Roosevelt's 1936 campaign.

By contrast, the enormous bureaucracies in HEW or in HUD are so badly subdivided among so many aimless programs that despite their hordes of employees, few programs are staffed adequately enough to achieve results.

Setting priorities is difficult in politics, because every program has its own consti-

A good deal of what goes on in HEW or in the Federal Drug Administration clearly needs to be abolished after the programs have accomplished their objectives. Our present "welfare mess," is to a very large extent, the result of our having kept alive the successful welfare programs of the Great Depression. When a program is





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# LEAGUE OF WOMEN VOTERS OF MINNESOTA

555 WABASHA • ST. PAUL, MINNESOTA 55102

PHONE: (612) 224-5445



## MEMO

TO: All Present and Future Boards (and Staff)

FROM: Herb

SUBJECT: Article on reverse side

DATE: February 18, 1977

The article on the reverse side of this memo was written by Peter Drucker, THE authority on management and good management practices. Although his article is aimed at the federal government, much of what he says pertains to any organization. I've underlined those portions which have some applicability to League.

## From Enablers

### An Introduction to Evaluation Getting Ready for Evaluation

#### SOME QUESTIONS AN EVALUATION SYSTEM

#### ATTEMPTS TO ANSWER\*

Prepared by  
K. Wilson  
Sept 1977

1. IN WHAT WAYS HAS YOUR PROGRAM PROGRESSED OR CHANGED FROM YEAR TO YEAR?
2. WHO DOES YOUR PROGRAM HELP?
3. IN WHAT WAYS DOES YOUR PROGRAM HELP THEM? HOW MUCH DOES IT HELP?
4. HOW PERMANENT IS THIS HELP?
5. WHAT EVIDENCE ARE YOU BASING YOUR ARGUMENT ON THAT YOUR PROGRAM IS HELPING THOSE YOU CLAIM IT IS HELPING? WHAT CRITERIA DO YOU HAVE FOR SUCCESS?
6. WHAT KINDS OF APPROACHES/TREATMENT METHODS WORK BEST WITH WHICH KINDS OF PEOPLE?
7. CAN YOU CLAIM CREDIT FOR THOSE PERSONS WHO RECOVERED/CHANGED BEHAVIOR OR ATTITUDES? IS THE FACT THAT THEY HAVE BEEN A PART OF YOUR PROGRAM THE THING THAT'S MADE THE DIFFERENCE?
8. WHAT CRITICAL ASPECTS OF YOUR PROGRAM ACCOUNT FOR ITS SUCCESS?
9. WHAT SERVICES PROVIDED BY YOUR PROGRAM ARE USED MOST FREQUENTLY?
10. WHICH SERVICES ARE MOST COSTLY AND HOW DOES COST RELATE TO THEIR EFFECTIVENESS?
11. WHAT SERVICES NEED MODIFICATION OR ABANDONMENT TO IMPROVE THE OVERALL EFFICIENCY OF THE PROGRAM?

—PARAPHRASED FROM M. CLAY

## THE LEGITIMATE PURPOSES OF PROGRAM EVALUATION

Programs are of many kinds. Not only do they range over a gamut of fields, they also vary in scope, size, duration, clarity and specificity of program input, complexity of goals and innovativeness. The characteristics of the program will affect the kind of evaluation that can be done and the purpose that evaluation can serve. One of the problems in doing good evaluation research is that different people see different purposes for the evaluation and want to use its results in different ways. (Trantow, Hargreaves, Weiss, Suchman)

The following list comprises some general uses of program evaluation:

1. Accountability

Demonstrate to others that the program is worthwhile (e.g. responsible community members, advisory groups, clients).

2. Vindication

The function of justifying an on-going program often important in gaining the political, financial or community support needed for its continuance; to justify past or projected outlays of resources; to gain support for program expansion (grant proposals).

3. Assessing Effort

Determine resources (time, money) required for carrying out a plan.

4. Assessing Effectiveness (Performance)

To determine if a program is moving in the right direction; to determine if the target population needs are being satisfied; to monitor a steady state so as to determine when a modification is needed; to discover whether and how well goals are being fulfilled; to discover if the program is really doing what it intended to do.



5. Making Comparisons

To compare different techniques in view of their relative effect; locating strengths and deficiencies in methods used to achieve goals; to lay the basis for further research on the reasons for success of alternatives.

6. Redefine Goals

To redefine the means to be used for attaining goals as well as the goals themselves. (Are we aiming too high? Too low?)

7. Salesmanship

To spread the word about the effectiveness of a technique, function or program.

8. Conscience Easing

To ease the conscience of those staff persons who require an added feeling of control over the program with which they are involved.

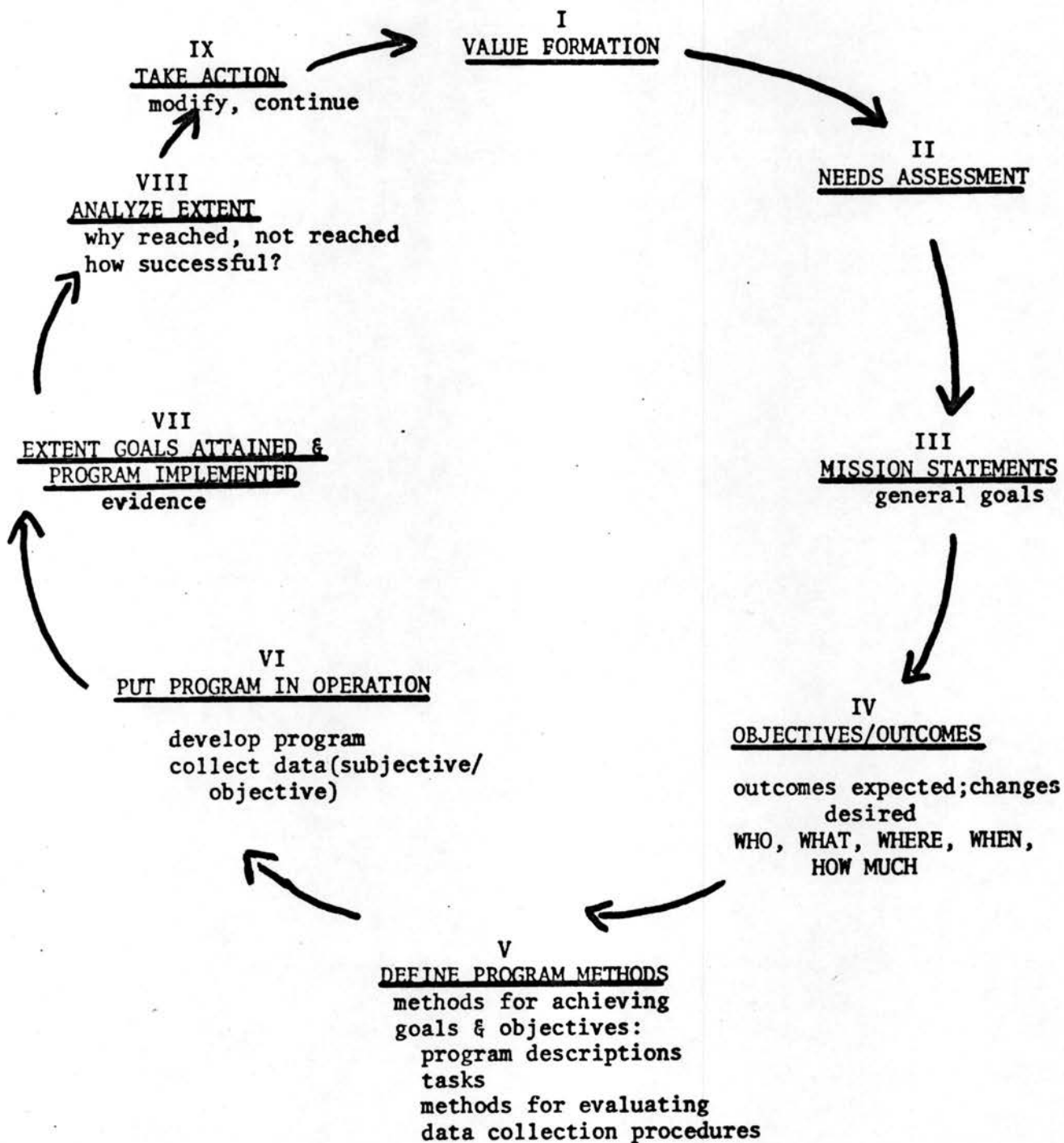
9. Understanding

To acquire comprehensive knowledge of all aspects of the program (e.g. staff, clients served, target population).

10. Question Underlying Assumptions

Is there really a need for our service? Is our method successful? Are our goals realistic?

EVALUATION CYCLE  
FOR  
PLANNING AND ASSESSMENT



## WHAT WILL FLY AND WHAT WON'T

Setting goals and objectives takes some getting used to. Initially check with funding sources (if it is for the purposes of a proposal) to establish if they gave required jargon or ways of writing them. Otherwise, develop the simplest system for your own use.

The MISSION is generally a broad, sweeping purpose statement.

A GOAL is the same as a Desired Outcome or Change or Impact statement.

An OBJECTIVE is the same as EVIDENCE is the same as MEASURABLE INDICATORS.

GOALS AND OBJECTIVES ARE NOT PROGRAM DESCRIPTIONS, ACTIVITY LISTS, METHODS (these latter are generally further clarification or program description items called program methods, task lists, etc.)

MISSION STATEMENT:      General purpose of organization  
                                  Philosophy statement  
                                  Issues oriented  
                                  Describes valued activities/concerns

GOALS ARE:              Summaries of desired outcomes of a project  
                                  Simple statements about a desired change in a situation  
                                  or individual  
                                  A statement of impact on a population or target area or issue  
                                  Sometimes short term, intermediate or long range  
                                  Sometimes impact on system, client/user of service

For Example: client goals often relate to increasing or changing knowledge, attitudes or behaviors.

Mission: To help low-income persons' understanding of and access to better health care.

Goal: Provide a chicken in every pot.

This won't fly because:

- this is a program statement about an activity of a project
- it does not state a desired change or impact that will occur

In other words, why put a chicken in every pot? Answer this and you will have a goal statement.

Restated Goal: Improve the nutrition of southside clinic patients as clinically identified in need of nutritional upgrading by FY 1978

That's better...there is more specific information on the target area and population, criteria for selection, time period and desired change.

## OBJECTIVES ARE:

EVIDENCE THAT THE GOAL IS BEING ACHIEVED  
 SPECIFIC IN TERMS OF WHO, WHAT, WHERE, WHEN, HOW MUCH  
 WORKING DEFINITIONS OF A GOAL  
 AS MEASURABLE AS POSSIBLE

Objective: reduce the number of malnourished\* clients at southside clinic by 20% from intake to 6 months after intake during the 1977-78 Chicken Program period\*\*

(\* as diagnosed by nutritional specialist before and after intake)

(\*\* FY Jan. 1977-78)

- the objective defines target population, the problem
- defines "improvement", time period
- determines how much change and by when

## HOW TO EVALUATE THIS GOAL AND OBJECTIVE???

It is always a good idea to assess a situation or goal from more than one measure, so:

- A. Pre-post diagnosis of nutritional level at intake and 6 month follow-up;  
 Determine definition of "improved" for rating purposes;  
 Assess if 20% were improved by January 1978.
- B. Interview portion of client sample concerning their self-report of:
  - improved nutrition
  - if due to chickens
  - if not, why not
  - frequency of related outcomes assumed to have bearing on nutrition such as colds, other medical problems, absence from work due to health, physical appearance, sleeping patterns

As explained before in value formation in the cycle (I), all Goals and Objectives and programs are based on ASSUMPTIONS such as:

1. Nutrition is related to health and well being.
2. Programs can influence nutrition of people.
3. This is the best way to attack the problem.
4. Providing chickens will reduce nutritional deficits.
5. Recipients will eat chickens.



## VI. Program Operation

This step simply means, "Get the objectives off the paper and get to work on them!" During this step of the cycle it is also important to monitor the evaluation system. If one of the program's goals is to provide a chicken to each malnourished person, several steps must be accomplished:

- 1) Define "malnourished" client....
- 2) Develop data collection form to record nutritional status, delivery of chickens, results. Answer: who did what to whom, when, where, for how long, at what cost and with what results

Determine what you need to know



How you can easily store... and



retrieve information

- 3) Train and monitor staff in the use of forms

## VII. Measure Goal Attainment/Program Implementation

Having collected the data on the activities, efforts, the data should be summarized at least quarterly in order to check progress made on the year long goal.

Common ways to measure outcomes (use as many as are feasible to add stability to your findings):

- 1) Counting numbers (telephone calls, people lectured, houses insulated, etc.)
- 2) Survey persons for information (see how this fits what results you intended....parents, board members, clients, consumers, decisionmakers all are possibilities)
- 3) Observations systematically recorded (behaviors and activities that change)
- 4) Notes from meetings
- 5) Figure out how much an activity cost and if the cost is increasing or decreasing.
- 6) Use tests or construct your own -- to measure changes in attitudes and knowledge
- 7) Add your own perceptions

Some programs find that their basic assumptions are not valid, goals and objectives are vague or unrealistic and thus do not get off the ground...flounder along the way or have little impact.

Try to be mindful of your rationale and philosophy of your program when writing goals and objectives.

--K. Wilson

#### V. Define the Program

The program and methods must be clearly described so that we can know exactly what it is we are going to evaluate. What is the overall purpose of the program? What methods will best achieve the program's objectives? What will be the staff's responsibilities? This description then becomes the basis for the accomplishment of their objectives. The staff of the program assumes that their methods will accomplish their objectives. (e.g., the skills of the staff, the advertising techniques, the printed information, the educational presentations to community groups).

#### ELEMENTS OF A PROGRAM DESCRIPTION

- 1) Philosophy or value base of program
- 2) Assessment of need
- 3) Measurable program goals
- 4) Organizational chart
- 5) Description of services offered
- 6) Description of treatment methods (if applicable)
- 7) Position/job descriptions
- 8) Several case studies of randomly selected clients as they progressed through the program
- 9) Admission and discharge criteria and procedures or client eligibility requirements for program services
- 10) Future plans
- 11) Appendix
  - A. Budget statement
  - B. Job qualifications
  - C. Staff resumes
  - D. Program rules and policies
  - E. Statistical summaries
  - F. Management information system - data collection
  - G. Results of time studies - cost analysis, use of time

#### VIII. Analyze the Extent of Goal Attainment

As the data on referrals is summarized, the program staff may begin asking themselves the questions:; Why have we succeeded? or Why have we failed? How much progress did we make? Are we satisfied with that?

- 1) Were the goals set too high or too low?
- 2) Was our advertising effective enough?
- 3) Were our methods adequate?

#### Take Action

After analyzing and discussing possible reasons for progress, anticipated program developments or attained goals, the program staff then begin modifying or continuing elements of their program which they feel need more attention. Action should be taken with regard to program modifications in this order:

- 1) First look at your methods for possible modifications so that you might still reach agreed upon goals. Your validity assumptions may have been faulty. (Will a chicken a week for 6 months improve nutritional level?)
- 2) If you feel your methods can't be improved upon or you have tried alternatives that still did not produce desired effects, then look at the indicators of goal attainment for possible modification. They might have been set too high or too low. (Is 20% improved nutrition realistic?)
- 3) General goals may need to be reformulated or redirected. (Educational clinics will improve eating habits of 100 clients.)
- 4) A new needs assessment might have to be conducted to determine if the need still exists.
- 5) Reassess your values. (Perhaps the relationship between free chicken and changing nutrition and diet is a faulty place to start -- maybe education, or jobs should be the core.)

## CRITERIA FOR EVALUATION

Edward A. Suchman defined five categories of criteria according to which success or failure of a program may be evaluated. These are:

1. Effort
2. Performance
3. Adequacy of Performance
4. Efficiency
5. Process

### 1. Effort

This represents input or energy regardless of output. Answers the question "What did you do?"

#### Examples:

The number of hours worked.

The number of clients seen.

The hours of therapy given.

#### Bird Example:

The number of times the bird flaps its wings without any attempt to determine how far the bird has flown.

### 2. Performance

Performance is the measuring of outcome. Answers the questions "Did any change occur?" and "Was the change the one intended?"

#### Examples:

The number of clients not drinking after six months.

The number of clients employed after treatment.

The number of successful referrals.

#### Bird Example:

How far has the bird flown?



## Levels of Evaluation \*

A study of need, the goal-attainment model, experimental designs, system models, and other kinds of evaluation studies can be conducted at five different levels -- effort, effect, adequacy, efficiency, and process. Each level of evaluation attempts to answer a different set of questions about the program and can lead to improvement of different aspects of the program.

Evaluation of Effort. The most basic questions which can be answered by an evaluation study center around a description of 1) the resources available to and used by the program and 2) the activities planned and actually carried out by the program. Evaluation at this level is called evaluation of effort. Evaluation of effort is concerned with questions such as the following. What is to be done? By whom is it to be done? When and where is it to be done? What was actually done? Who actually did it? When and where was it done?

As an example, let us assume for a moment that each girl, within the first month of entering your program, should have spent at least an hour with a social worker. This time is set aside specifically for the social worker and girl to talk about and plan for the future of the baby. Let us assume, also, that you learn, through casual conversation, that Elyse did not see the social worker until her second month in the program and that Doris saw the social worker within the first month but they talked about her problems with her school work. You might be interested in knowing if these two girls represent a pattern, that is, whether the planned activities for your social service component are different from the actual activities of that component. You could, for example, initiate an evaluation of effort by randomly choosing a group of girls in your program and following them closely through their first two months in your program. The girls might fill out information sheets which could tell you who they had seen each day, when and where, and what had taken place. Once the information sheets are compiled, you can determine whether there is, in fact, a difference between planned activities and actual activities, whether this difference is important and whether new plans should be made.

In summary, evaluation of effort can be used to improve your program 1) by giving you information on your resources (personnel, funds, materials, facilities) and activities and 2) by pointing out discrepancies between available resources and used resources and between planned activities and actual activities. This information helps you and your staff understand the functioning of each of your program components and of the program as a whole.

Evaluation of Effect. Whereas evaluation of effort focuses on input, the next level of evaluation focuses on output. A program's outputs can be thought of as the effects of a program. Consequently, this level of evaluation is called the evaluation of effect. Each effect is the result of a program's activity. Each effect can be either short-term or long-term, either positive or negative, either anticipated or unanticipated. A program's effects are usually considered in terms of changes which take place in people -- either clients or staff -- who have been involved in the program. However, a program can produce changes in people or groups of people outside its own sphere, (i.e., not only callers, but listeners too).

\*C.Y.D.R. 1977

A program can measure its effects. However, it can go beyond this basic measurement by using the goal-attainment model of evaluation. By comparing the results of its activities (i.e., effects) with its pre-established objectives, a program can determine its effectiveness -- the extent to which its objectives have been attained as a result of its activities.

Evaluation of Adequacy. Adequacy is concerned with how much of the entire problem the program is directed toward overcoming. Adequacy goes beyond just looking at the program's effects on its own clients or its effectiveness in achieving its objectives. Adequacy looks at a program's impact on the total community's need. Therefore, in order to do an evaluation of adequacy, you must also have some information on needs.

Evaluation of Efficiency. At some point, every program will have to determine the cost in resources (personnel, funds, materials, and facilities) of attaining its objectives. This kind of evaluation is called an evaluation of efficiency. In order to conduct an evaluation of efficiency, you need to know exactly how much each activity has cost and to compare this cost with the activity's effect (benefit).

Evaluation of Process. The fifth level of evaluation answers the questions how and why. How does your program work? Why does it work this way? Why does your program have the effects that it does? Although it is possible to begin to answer these questions through speculation and introspection, a more specific and objective evaluation study is necessary to understand the real processes which are at work. This level of evaluation is called an evaluation of process. Such an evaluation study can improve your own program by helping you to understand, in particular, where the assumptions between your activities and your objectives have broken down. An evaluation of process has the potential for being translatable to other programs, helping to modify on-going ones and to design new ones.

Let us use an example to illustrate the difference between these five levels of evaluation. Let us assume, for a moment, that there is a flock of 20 birds spending the summer in Boston. Each bird has the need to survive the up-coming winter, and in order to do so he must fly south to Miami. Since the flock knows that it is unrealistic to expect every bird to endure the trip, its objective is to get 15 of the birds to Miami. However, only ten reach their destination.

If you measured, for instance, the number of times the birds flapped their wings during the flight, this would be an evaluation of effort. An evaluation of effect would be concerned either with how far (how many miles) the birds had actually flown or with how many birds reached their destination. However, since only ten birds reached Miami compared to the objective of getting 15 birds there, the flock (program) would be only 66.6 percent effective. Measured against the need for all 20 birds to get to Miami, the program would be 50 percent adequate. An evaluation of efficiency could focus on a study of whether the ten birds could have arrived at their destination with less effort (cost), for example, by using different air currents, by flying at a different height, or by using a different route. If one attempted to understand more about the principles of birds' flight, why they fly where they do, why some birds give up during the course of the trip, and so on, one would be engaged in an evaluation of process.

Effectiveness:

is the information communicated to the relevant audiences  
in such a manner as to have maximum impact?

4. Criteria concerning the overall adequacy of the evaluation study:

Efficiency: is the evaluation study conducted in such a manner as to  
achieve maximum benefit from its limited resources?

Scholarliness:

does the evaluation study adhere to the tenets of scholarly  
scientific investigation?

Ethicalness:

does the evaluation study strictly follow professional standards  
of ethics with regard to protection of human subjects, confi-  
dentiality of data, and client-trust relationships?

N. L. Smith  
S. L. Murray  
9/73

MAJOR COMPONENTS OF A  
MANAGEMENT INFORMATION SYSTEM

DETERMINING RETRIEVABLE  
INFORMATION NEEDS



COLLECTING OR GATHERING  
THE DATA



THE STORAGE  
OF DATA



THE RETRIEVAL  
OF INFORMATION



DISSEMINATION AND USE  
OF THE INFORMATION FOR  
PROGRAM DECISION-MAKING

An M.I.S. might answer the question:

WHO DID WHAT TO WHOM, WHEN, WHERE, FOR HOW  
LONG, AT WHAT COSTS AND WITH WHAT RESULTS... (Person)

It takes data... [sex  
age]

and converts it to useable information.. [no. of males  
average age]



## '78 Goals & Projects review - K. Anderson

— My copy of plans shows the following for Fall '78:

TV Debates	✓
Traveling Workshops	✓
Lobbyist Workshops	✓
Voters Guide	✓
Annual Giving Campaign	
Begin Civics course Outline	
Marketing	
Precinct Hot line	
Library Study	✓

— My initial assessment is that our goals were far too high and that it was marvelous, stupendous, miraculous that we accomplished 55+% of them!

— The work load seemed to center on a few over-worked people. Is there some way to spread it or is that the peril of any major election year?

— Does <sup>our</sup> present cash Flow problem reflect the fact that so many major projects fell at once?

✓

— For Future "Falls", we could concentrate on the election activities and postpone others -- studies (Library study), local league workshops (must we always have Fall workshops?), and annual giving campaign (although, once organized, this may fit in well with election activities).

## Debates '78 - Feedback - K. Anderson

- Was all promotion handled by AKCO?  
I found there were lots of otherwise informed people who knew nothing about debates.
- As an outsider, it appeared that specific preparations were very good and that everything went smoothly in terms of places, times, people.
- I was not involved with funding calls, so I don't have any comment about that. I appreciated not having that responsibility.
- Interesting that audience size grew with each debate -- we must have learned something through that process.
- As a matter of principle I object to the serving of alcohol at the reception.



- ## Justification for candidates invited - send to loc. Lqs.
- ## Press conf. to printed statements
- \* Luncheon for media - AP, UPI, Trib, TV - include managing editors + publishers - invite by phone
  - Lq. prog., VS plans, ways to cooperate, public serv. announcements, plans to background
- S Speak to Mpls. press club
- S Woodhill weekly mtgs
- S Businessmen on tax study
- N Attorneys on criminal justice
- Library boards on library study
- ## Background editors routinely (send to loc. Lqs)
- S Luncheon or cocktail party for funding - have someone sponsor this
- ## Announcement of who will debate
  - Press Conf. if someone says no
- S How to watch debates - get on talk shows
  - week before
- ## - arrange TV slides - Flash! days to register
- ## Logo for TV slides - Flash! days to register
  - 30 sec. tapes - facts on last election (90% voting pop.) 90% registered party affiliations
  - Newspaper insert - 10, 7, 8? days to register
  - Voter eligibility, Registration deadlines
  - Candidate info, Absentee
  - Info on classes, flyers etc.
  - Issues in MN
  - get funding p. 14
- ## Hotline - get funding ~~by selling~~
- ## Voters Guides - get funding by selling
  - include box for contributions
- ## Debates - get billbds donated
- ## Logo - get donated
- S Series on aids to special groups
  - youth, Hispanics, Indians, Handicapped, aged,
- S Publicize election survey
- S Community affairs prog. - TV + radio
- S Posters
- S Coffee + doughnut celebration for first 50 to register



- Announce panelists
- A Invite panelists
- Invite guests
- Public TV or radio - other state candidates
- S Follow up letters to candidates
- ~~W/N~~ Letters to editors
- Program editorials WUTC + VS
- ~~not~~ Establish file on each TV + radio station  
+ civic groups
- Release of library consensus + to wire service
- IV Contact public serv. directors of stations
- IV Interview prog. directors
- ~~all the time~~ Comments on news
- IV Talk to Ellie Colburn about PR + media contacts  
Citizens Lg.
- ~~Aug 50~~ Info to loc. Lgs. - let us know "your" contacts
- A Calling cards to loc. Lgs.
- IV Gov. - LPU month or wk
- IV ground rules
- S Usher s

ad for helpers

11/14/78

## Goals Review

1. Hall workshops important and well-attended. Leagues from outstate need something to come to. It stimulates the recognition of the "link" <sup>(with)</sup> to different levels of League. The workshops seem to excite people, especially in the fall.
2. Could we think ahead about more P.R. ? We need more mileage from our publications + activities. Board members know about good publications, but does the general membership + public ? Could libraries be worked on ? One pamphlet librarian called me and asked if she could have a list of all League publications. We could work on this area

P. Loma

JUNE

1978

## spring hill center

press rehearsal

JUNE - letters to candidates

justification for " invited - to L.L.s,  
Press Conference & printed statements  
arrange times on talk shows  
- phone + letters - Judy

debate funding - Emily + Georgeann

place - assign party - Peggy  
meet & candidates

Logo - get donated - + poster

Hotline - funding, arrange

Voters Guides - sell - include box for  
contributions

Case written

Progress report to L.L.s. & request for  
contacts + PR (specific + general) help

C.I. funding

Lib funding

Establish file on each radio + TV station,  
each paper, civic groups

Arrange speeches to Press Club +  
Woodhill

JULY

## spring hill center

- Announcement of who will debate
  - press conf. if someone says no
- Establish debates ground rules
- Arrange to carry debates outstate
- Determine guests
- meet 2 candidates
- info to ? for newsletters
- Do TV slides & logo
- Prepare tapes
- Prepare editorials
- Prepare newspaper inserts
- Get billboards donated - Waldo
- Voters Guide questions early July
- Contact public service directors at stations
- Interview program directors
- Talk to Ellie Calburn about Cit. Lg. contacts
- Contact Gov. about LUV month or week
- Est
- Posters printed
- Case printed
- Calling cards printed
- Funding calls

Prog. re.



August

22 -

## spring hill center

Luncheon for media - all activities  
- ways to cooperate  
Invite panelists after identifying  
Prepare invitations

? (Prepare a community affairs show  
for radio + TV  
Prepare series on special aids  
Prepare show & other candidates  
Hotline in operation

Calling cards, posters, etc. to lls.  
Progress report to lls, + info on  
How to watch debates  
Slides, tapes, editorials + newspaper inserts  
to proper places  
Program editorials to WWTC  
Arrange & lls to hold press  
conf. in wksp towns  
Funding calls

26 - Women's Equality Day

September

**spring hill  
center**

Speak to Mpls. Press club

Speak to Woodhill

Appoint ushers - Peggy

prepare Follow up letters to candidates

Invite guests & returns

Letters to editors

Speak to lib. bds.

Announcement of library publication

? - Series on aids to special groups  
using Mpls. + St. Paul maybe

Background media & copy to lls.

Put up posters

Print + distribute Voters Guides

Hold some public event

Program editorials to WWTC

Arrange party for prosperous  
Progress to lls

Funding calls

Meet & press in wksp towns

October

## spring hill center

LWV month announcement & invitation for members  
Announce panelists  
Mail candidates / letters

Community bulletin bds on radios

~~How to watch debates - appear~~  
on talk shows

Debates + party 24, 30, 1 - 7:00 to 8:00  
Watts 9-24

Publicize election survey

Speak to businessmen on the study

Hotline in operation

Community affairs prog. - TV + radio

Letters to editors

Luncheon or cocktail party to  
kick off Fund drive

Possible prog. on public radio or TV  
for other state candidates

VS editorials to WWTC

Prog. to ldlgs

Funding calls

## Time Lines

## Debates

- Nov 1 - Anderson, Boschwitz / ?  
 Oct 30 - Fraser (short) / Durenberger / ?  
 Oct 24 - Terpich / Quie (Johnson) / ?  
 Oct 23 - Set completed & dress rehearsal (using LWVers)  
 Oct 19 & 26 - letters (reminders) to candidates  
 Oct 9 to 20 - Watts lines for topics or areas candidate to be questioned about  
 Oct 9 to 20 - Tickets mailed out  
 Sept 25 to Oct 6 - invitations out & back  
 Sept 25 - Announce panelists for 3 programs (Watts?)  
 Sept 18 (week of) - meeting with candidates or campaign managers  
 Sept 8 - panelist suggestions due? invite panelists assign ushers  
 August - prepare invitations & invitation list  
 July 31 - Finalization of all plans  
 July 19 - 26 - meet with candidates or campaign managers  
 July 1 - ask Mahtomedi to hostess party  
 June 15 - press conference
- prog. report to dls & into an How to watch Debates*  
*announce who will debate*  
*arrange time on talkshows - phone + letters*

## Decisions Needed:

**General:** invitations, tickets, set designer, panelist moderator selection, ground rules/format, sign language, how get statewide coverage - *contact Lgs in June, follow thru on those they don't cover*

**PR:** *calling cards* logo, billboards, bus posters, talk shows, releases or press conferences (when & why) *Walden - June* *Study M*  
 Woodhill  
 July - info. to organizations for news letters

**Funding:** *- Emily + Georgeanne - June* how - luncheon, requests in general, specific requests

*arrange dls to hold press conf. in wksp towns, Fair march on 26<sup>th</sup>*  
 Aug - luncheon for media; slides, tapes etc. to proper places, prog. editorials to WWTC  
 July - contact public service directors + program directors + Ellie Calburn  
 Case printed, do TV slides & logo; prepare tapes, editorials, newspaper inserts  
 June Case written + edited, arrange speeches to Press Club + Woodhill in Sept,



## Time line

### Voter Information line

Nov. 8 or 9 - Disconnect

Oct 30 thru Nov 7 - 9 to 4 daily answer voter information (precincts, election day registration, candidates & offices, etc.)

Oct 11-27 - Get materials ready & train new answerers

Sept 13-Oct 8 - temporary disconnect?

Sept 5-12 - 9 to 4 daily answer voter information (precincts, election day registration requirements, candidates & offices, etc.)

Aug. 21-Sept. 5 - do final scheduling & train all answerers, duplicate materials

June 12 - Sept 1 - write proposal/seek funding

July/Aug VOTER - recruit phone answerers

June Memo - recruit people to answer phones  
funding - June

#### Decisions needed:

length of shifts, no. of phones/lines, no. of people (once only or as frequently as willing to do), assign leagues for days, pay for leagues

### Membership Campaign (October)

Borg & others - rec'd good neighbor

October 1 - release of picture with gov & story of LHV

Sept Memo - tips to local LHV's via Memo

Aug 22 - membership & PR workshops

Aug 4 - mailing (spec.) to local LHV's re workshops

July 15 - all materials ready for workshops

June Memo - announce workshops to local LHV's

June 12 - July 15 - write gov. re proclaiming LHV month/week <sup>call</sup> & arrange picture or whatever  
- write proclamation

#### Decisions needed:

who conducts workshops, where to be held, what's to be covered, materials to be distributed at same, how circumvent bylaws so join LHV MN direct, theme

## Time Lines

### Precinct locators

- August 1 Deliver to Hennepin County - by hand
- July 24-31 Final typing, collating, punching, inserting into loose leaf binders
- July 21 Drafts back from clerks
- July 10 Drafts to clerks in communities for verification
- June 26-July 7 Typing of "drafts" (final form shape) of communities & completion of stragling districts
- June 14 Letter to straglers (districts) & completion of local LWV scheduling to do already in work.

### VOTER GUIDES

- Sept 26 Mailing begins to corporations, etc. VOTER mailing to LWVers
- Sept 25 V.g. from printer & 1/LWV in 3rd cl. mail.
- Sept 15 V.g. to printer
- Sept 13 Finalize layout & people in V.g.
- 12 Primary election day
- 1-8 Preliminary layout including typing of V.g. -include box for LWV info for membership + contrib.
- Aug 31 Deadline for responses from candidates
- 25 Call "straglers"
- 1 Letters to candidates
- July 19 Sec. of state's office, Hennepin & Ramsey County contacted for candidates names & addresses.
- July 15 Questionnaires readied for each office.
- June 12 - Sept 8 Premarketing & Funding of V.g.
- June 26 ? legislature & judicial candidate questionnaires to local LWVs for the local voters guides (3rd cl. mailing)

### Decisions needed:

Letters go registered & to which office (campaign hdqtrs, D.C., home). Questionnaires for legislature & judicial candidates. Which offices in V.g. & order.

1. Debates letter on evaluation sent

2. \$150.00 Helene

3. Energy Grant

4. ERA America

5. Guideline for writing LWV Publication

6. General Fund Drive

7. Voter Service Projects for 1979-1982

1979	1980	1981	1982
Jan	Precinct caucus promo. Hotline	Cap. visits	
Feb			
Mar			
Apr	Hotline Sch. Bd. elect.	Hotline Sch Bd elect	Hotline Sch Bd elect
May			
June			
July	Party Conv.		
Aug			
Sept	Primary		Hotline Primary
Oct			Voters Guide
Nov munc. elect	Hotline	munc. elect.	Debates - Gov. Hotline Gov. elect
Dec.			



	June	July	Aug.	
Debates	write candidates committee on tickets invitations ground rules place dates Party before?	Ticket printing planning - program? (using theme/logo) party before		Print program primary final plans
Fundraising	list of prospects for debates - into page	Prospects Foundation's calls on prospects proposals		
Theme/logo	plan - consult - commission work posters (flyers + ?)	Printers	calls on Fds Distribution at PR thing	Distribution material Full word shop
Press luncheon	set date - use Q.D. plan - invite - have 2 - print/electronic have end of month?			
Voters Guides Volunteering in mm.	solicit orders	committee for questions etc. cost est. solicit orders		go to press distribution orders from
Local leagues	June Bd memo - outline of plans PR workshop plans who, where - set date Jim? George? now!	update on plans? PR workshop plans -	update on plans PR workshop (late) distribution of posters? other PR stuff	update on



12 Sept. Primaries	Oct.	Nov. Election	Dec.	Jan
programs after primary plans for ushers etc.	Ticket distribution   Debates	<del>Election</del>		
→		Other fund raising		→
button of materials at food shops	Distribution of materials at tail workshops -			
press/ tribution St. Fair Dist? from hls →	Distribution			
write on plans	update on plans	good report on Debates - election Impact - Voters Guides etc.		

Thru election.

Shows for —→ early/before  
dates

~~Ex~~ Coll. Bary.  
funding - Sept  
Pre White House

on Energy

on LNU Leg  
Program/inter

s on Debates  
when, where, dates

r Day weekend?  
Volting in N.H.

e  on going

Case	Finish writing + edit send to printer	Finished!		
Hot line	planning & staffing volunteers - committees.		staffing of	
media-things sun newspaper	arrange Talk show KTCA - program / pre debates.			Talk shows debates
Printed Backgrounders Take to media.	Plan to program people explain purpose etc. which? when? who?			<del>on T.T. &amp; Col. Ba.</del> Libe funding - 11-12 Pre white Ha cont.
Press conference			planning - calls for dates, place etc. fact sheet	To focus on Bebat only - when, where, etc
State Fair	Do we want? Metro leagues - plan what?	Recruit volunteers	Final plans - people	Labor Day weeks Dist - Voling in 1

ends here