



## League of Women Voters of Minnesota Records

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# **League of Women Voters**

## **Mission**

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

## **PRESIDENT'S PACKET**

Congratulations on being elected President of your local League. The President's Packet is a set of resources for Presidents that puts a variety of information at your fingertips. The pages are not numbered so you can organize the information as best suits your needs. No one can do everything there is to do as president. Remember that other local Leagues and state and national Leagues are here to help. Have a terrific League year.

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\* to be sent to LL Presidents later



THE LEAGUE OF WOMEN VOTERS OF MINNESOTA  
**PRESIDENT'S PLANNING CALENDAR**

## MAY

- Obtain board approval of appointed directors
- Appoint two board members to serve on the nominating committee
- Transfer files to new board members.
- Do new board orientation
- Review minutes of annual meeting
- May request board training or a visit from state board member (Form provided)
- Attend State Convention (odd years)

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## JUNE

- State PMP due June 1st
- Please send the State Office the following information right away:
  1. List of board members with addresses and phone numbers (Form provided)  
Please include the chair of the nominating committee.
  2. Adopted local program and positions
  3. Minutes of the annual meeting
- Send press release to local media with the names of the new President and Officers, adopted new program (if any) and any other interesting information including how to join and who to call for information.
- Do board orientation (if not done in May)
- Review and adopt a nonpartisan policy for Board Members
- Set goals for the year
- Have board members review the LWVMN Outlook and decide who will be responsible for the information in each category. If your organization does not follow that of the State Board, decide who will read Board Memo sections such as Action, Voter Service, Membership, etc. Determine how information will be distributed to the board.
- Have the Treasurer order subscriptions to Duplicate President's Mailing, Board Memo and other publications as needed.
- Make plans to hold a calendar planning meeting for the coming year.
- Send a copy of your LWVUS membership roster corrections to LWVMN
- Attend LWVUS Convention (even years)

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## JULY

- Develop a draft calendar including Program, Action, Voter Service, Membership, Public Relations and Finance Drive.
- Hand out board member timelines ( Form provided)

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## AUGUST

- Set plans for the year based on the board timelines.  
It is useful to call or arrange for a meeting of other local league presidents in your area before this meeting so that you can discuss ways to cooperate - perhaps in voter service events, speakers, joint projects, etc.
- Begin to implement public relations and membership activities - send a press release about any membership events and your fall calendar.
- Begin to recruit members to serve on all committees.

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## SEPTEMBER

- State PMP due the 1st
- Attend Fall Workshops (if offered)
- Hold Membership Kick-off (if not held in August)
- Send a copy of LWVUS membership roster update to LWVMN
- Continue to recruit committee members for all planned activities

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## OCTOBER

- Hold orientation for new members

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## NOVEMBER

- Have the Board review and update job descriptions for use by the Nominating Committee

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## DECEMBER

- State PMP due the 1st
- Have Nominating Committee place notice in bulletin seeking suggestions from the members for possible local board nominees
- Appoint Bylaws Committee to review local and national bylaws
- Appoint local Budget Committee
- Alert members to Lively Issues - local, state or national and CMAL (for Twin Cities metropolitan area leagues)
- Plan Lively Issues meeting for January
- Membership activity
- Send a copy of LWVUS roster and Summary Report to LWVMN

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## JANUARY

- Appoint chair and begin planning for annual meeting
- Nominating, Budget and Bylaws committees meet
- Members discuss Lively Issues - local, CMAL, state or national

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## FEBRUARY

- Nominating Committee completes proposed slate of officers and board members
- Board considers local program, bylaw changes and budget
- Send any proposed bylaw changes to state office for comment
- Submit state or national and CMAL program and bylaw suggestions

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## MARCH

- Submit proposed slate of officers and directors, local program, budget and bylaw changes to your bulletin at least one month before your Annual Meeting
- State PMP due the 1st.

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## APRIL

- Hold Annual Meeting
- Attend LWVMN Council in even years (State Convention is held in odd years in May)

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Timeline for: Portfolio \_\_\_\_\_  
League \_\_\_\_\_

Chair \_\_\_\_\_  
Year \_\_\_\_\_

One way to set a timeline is to begin with the final date and work backwards filling in the steps and deadlines necessary to meet that goal. Be as precise as possible for the activities in your portfolio so that you know what needs to be done and who will do it. Include committee meetings, articles for the Voter and newspaper, room reservations, letters to be written, speakers to be engaged, etc.

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

MARCH

APRIL

MAY

## President's Calendar:

## WHO SENDS WHAT, WHERE AND WHEN?

Who	What	Where	When
Voter Editor	Local Voter	1 to State Office 1 to assigned LWVUS board member 1 to each designated local league (see Outlook)	Each issue
Secretary	Board Minutes	1 to State Office	Each meeting
Treasurer	Membership Roster with drops and adds	1 to LWVUS 1 to State Office	June, Sept. & Dec. June, September, December & <u>March</u>
Treasurer	State PMP	to State Office	June 1, Sept 1, Dec 1 and March 1 or all by July 15 at 5% off
Treasurer	National PMP	to National Office	as requested
Action Chair	Responses to State Action Alerts	1 to State Office	When answered
Action Chair	Responses to US Action Alerts	1 to LWVUS 1 to State Office	When answered
President	Board List Adopted local program Minutes of Annual Meeting	1 to State Office	Early June
President or Committee Chair	Request to use Ed Fund account	to State Office	Before starting the project - see Ed Fund Guidelines

## PRELIMINARY OUTLOOK CALENDAR FOR 1995-96

### June, 1995

- 1 - First Quarter PMP from Local Leagues to LWVMN
- 6 - 7 - LWVMN/EF Board Retreat
- LWVMN/EF Board Meeting
- 10 - 13 - LWVUS Council
- Deadline for LL Board list, Board Memo and DPM subscriptions
- late June: OUTLOOK for 1995-96 mailed to LLs

Meetings/Projects over summer: 75th Anniversary Campaign; 19th Amendment Committee, Voter Service; elementary Curriculum; Indians in Minnesota; New Study

Publications printed over summer: Membership brochure, In Action, Program for Action.

### July, 1995

- 3 - 4 - Holiday, office closed
- 5 - BOARD MEMO mailed
- 6 - President's Mailing
- 15 - Deadline for full payment of PMP to LWVMN to be eligible for 5% discount

Mini Mailing to Local Leagues as needed

### August, 1995

- LWVMN/EF Board Meetings, 10 a.m. - 2 p.m.\*
- Fall VOTER deadline
- BOARD MEMO mailed to LL Presidents/subscribers
- Presidents' Mailing
- CMAL Board Meeting, MWB
- 26 - Women's Equality Day - State Fair Celebration

\* Board Meeting times are tentative; dates to be determined



**September, 1995**

- 1 - Second Quarter PMP due to LWVMN
- 4 - Labor Day, LWVMN office closed
- 11 - LWVMN Action Committee, 9:30 a.m., MWB
  - CMAL Quarterly Meeting
- 25 - First Day of Rosh Hashanah
  - LWVMN/EF Executive Committee meeting if needed, 9:30 a.m.
  - LWVMN/EF Annual Appeal letters out - Sept. or Oct.
  - LWVMN/EF Annual Report to printer

**October, 1995**

- 2 - LWVMN Action Committee, MWB, 9:30 a.m.
- 4 - Yom Kippur
- 9 - Columbus Day observed, office open
  - LWVMN/EF Board Meetings, 10 a.m. - 2 p.m., MWB
  - BOARD MEMO mailed to LL Presidents and subscribers
  - Presidents' mailing
  - CMAL Board Meeting, MWB
- U.N. Rally
- Annual Appeal Phonathon in October or November
- Legislative Interviews mailed to LLs
- Fall VOTER Mailed
- Fall Focus

**November, 1995**

- 6 - LWVMN Action Committee Meeting, MWB, 9:30 a.m.
- 8 - Election Day
- 11 - Veteran's Day
  - LWVMN/EF Board Meetings, 10:00 a.m. - 2:00 p.m., MWB; Winter VOTER deadline
  - BOARD MEMO mailed
  - Presidents' Mailing
- 23 - Thanksgiving Day, LWVMN office closed
- 24 - LWVMN office closed
  - Annual Appeal Phonathon



**December, 1995**

- 1 - Third Quarter PMP due to LWVMN office
- 4 - LWVMN Action Committee Meeting, MWB, 9:30 a.m.
  - LWVMN Executive Committee meeting, if needed
- 15 - Mini-mailing if necessary to LLs
  - Deadline for Legislative Interviews
- 21 - Office closed for holidays
- 28 - Office reopens
  - Winter VOTER mailed

**January, 1996**

- 1 - HAPPY NEW YEAR!; Office closed, New Year's Day
- 2 - Deadline for changes in membership roster to LWVUS & LWVMN
  - LWVMN Action Committee Meeting, MWB, 9:30 a.m.
  - Legislature convenes
  - LWVMN/EF Board Meetings; 10:00 a.m. - 2:00 p.m., MWB
- 15 - Martin Luther King Day, office open; no mail
  - BOARD MEMO mailing
  - CMAL Quarterly Meeting
  - Presidents' Mailing
  - CMAL Board Meeting, MWB
- Intern Training
  - LLs should schedule LWVUS Program Planning meetings
  - Citizens in Action Conference
  - Pilot Elementary Curriculum

**February, 1996**

- Program Planning and Bylaws Revisions suggestions due to LWVUS
- 5 - LWVMN Action Committee Meeting, MWB, 9:30 a.m.
  - LWVMN/EF Board Meetings, MWB, 10:00 a.m. - 2:00 p.m.
- 19 - Presidents Day, office open
  - Women Come to the Capitol
  - BOARD MEMO Mailing
  - Presidents' Mailing
- LWVMNEF Fundraiser

**March, 1996**

- 1 - 4th Quarter PMP due LWVMN
- 5 - LWVMN Action Committee Meeting, MWB, 9:30 a.m.
  - LWVMN/EF Board Meetings, 10:00 a.m. - 2:00 p.m., MWB
  - Spring VOTER Deadline
  - CMAL Quarterly Meeting
  - BOARD MEMO mailed
  - Presidents' Mailing
- 31 - LWVMN/EF fiscal years end
  - Precinct Caucuses\*\*
  - Presidential Primary\*\*

**April, 1996**

- 2 - Action Committee Meeting, 9:30 a.m., MWB
  - LWVMN/EF Executive Committee Meeting, if necessary
- 4 - First Day of Passover
- 5 - Good Friday
- 7 - Easter Sunday
  - Spring VOTER mailed
  - Spring Focus
  - Legacy Circle luncheon

**May, 1996**

- LWVMN Council
- Indians in Minnesota published
- CMAL Annual Meeting

**June 1996**

- 8 - 12 - LWVUS Convention, Chicago, IL
  - Distribute Elementary Curriculum
  - Primary Election\*\*

\*\* dates pending Legislative action

# **League of Women Voters**

## **Mission**

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

## **Vision, Beliefs and Intentions**

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

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

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

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

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

We believe in:

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

We will:

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

# Principles

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

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

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

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

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

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

## Where Do the Principles Come From?

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

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

The national board suggests that any action on the Principles be taken in conjunction with current League positions to which they apply and on which member agreement and understanding are known to exist. The Principles are rather broad when standing alone, so it is necessary to exercise caution when considering using them as a basis for action. Furthermore, since 1974 most of the Principles have been an integral part of the national program, most notably in the criteria for evaluating government that appear at the end of the formal listing of program (page 2).



**To:** Local League Presidents  
**From:** Kay Erickson  
**Subject:** League Policies  
**Date:** May 31, 1994

The League has a number of policies, some of them written, some of them understood. As a local League president you need to be familiar with both types of policies.

Members of a League board have the responsibility for making policy decisions, keeping the organization financially sound, attending meetings, and helping with membership and fundraising.

The overarching responsibility of a board member is to be a good steward of the organization. Board members are responsible for protecting the League's image and reputation.

Because our public image is a reflection of our internal workings, as a League president you need to:

- Make sure your League develops and adheres to a nonpartisan policy (See "In League" for samples.);
- Make sure your membership participates fully in consensus--the grassroots is our strength;
- Make sure your League "speaks with one voice" when making public statements.

1. **Nonpartisan policy**

Early in your League year your board should review discussions and adopt a nonpartisan policy. There are examples in the LWVUS publication "In League."

2. **Speaking with one voice** means that board members don't undermine the image or credibility of the organization verbally or in print.

It means that:

- Only the president speaks for the League unless she/he delegates that authority to someone else (Most LWV bylaws make this statement.);
- When a position is reached by a League board, a League at another level that disagrees with that position may remain silent, but may not publicly disagree;
- When a decision or position is reached by a League board, board members may not publicly disagree.

Members of the League may always speak in their own name about any issue.

3. **Nonpartisan and political**

The League is both. It is sometimes difficult to remember that while the League is a nonpartisan organization--neither supporting nor opposing political parties or candidates--it is a political organization which takes positions on issues. Sometimes those positions are non-controversial and sometimes they are highly controversial--and perceived as partisan.

#### **4. Fundraising within your boundaries**

It is important to remember that when soliciting contributions, you should generally solicit funding from individuals (unless they have ties to your League), corporations and foundations within your geographic boundaries.

This policy is understandable if you think about how your League would feel if a neighboring League began soliciting from businesses in your community. Soliciting beyond your geographic boundaries may create animosity among Leagues and confusion for funders because they don't always understand the three levels of the League or that there are many Leagues in the state.

Please remember the importance of communicating and coordinating solicitations among local Leagues and with the state and national Leagues. If you feel there is an overriding need to go beyond your geographic boundaries, please notify the local League in that area. If you are soliciting funding from a foundation, please call Jean Tews, LWVMN Development Director (612/224-5445) so LWVMN is aware of your plans when we make our fundraising appeals. We will notify you when we are making calls on a corporation or foundation in your community. The 75th anniversary is an opportunity for all levels of the League to work cooperatively.

Revised 5/11/95



## THE LEAGUE OF WOMEN VOTERS

MINNESOTA

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

### Stewardship and Responsibilities

TO: Local League Board Presidents and Board Directors

5/95

FROM: Linda Satorius  
LWVMN Director — Field Service

Not many of us had to campaign, or even compete, for a position as director on a League board. Indeed, most of us became a director by virtue of our willingness to fill a needed role. But, nevertheless, each of us technically was elected by our members (no matter how informal or casual the process may have been) to a position which carries with it certain specific responsibilities.

The primary job of each individual director, as well as the board of directors as a whole, is to preserve, protect and enhance the assets of the organization. The term, "assets", however, covers much more than financial well-being. For the League, it also means membership and program. And perhaps most important of all, it means our history and our name.

The League's reputation, or "good name", could be called our most precious and valuable asset. It is this reputation, built on 75 years of League history, that enables the League to pursue its mission in a credible and effective way. As a director, then, you assume responsibility for protecting the League's image and reputation. You become a steward of the League.

How can you do this? Here are some suggestions to guide you.

- Make sure that your League adheres to its non-partisan policy.
- Make sure that your membership participates fully in consensus — the grass roots is our strength.
- Make sure that your League "speaks with one voice" when making public statements (based on consensus and adopted positions).

Our public image is a reflection of how well we take care of our internal workings.

Remember that your job as a director (responsible for the welfare of the whole organization) comes first — then followed by your job as a portfolio or committee chair. You must not assume that because you are, say, budget committee chair that you have no responsibility for membership. The title of director requires you to look at all the pieces of the big picture.

The following are specific areas of responsibility — pieces of the big picture — that you (individually as a director and collectively as a board) are accountable for:

1. **GIVE DIRECTION TO YOUR LEAGUE THROUGH GOAL-SETTING.** Know what your goals are (program, membership, financial, etc.) and communicate them to your membership.

2. **SET AND FOLLOW POLICIES.** Bylaws are the "laws" that govern the organization and are approved by the membership. Policies are directions to the officers and directors on how to carry out the bylaws and "work" of the League. Policies are written and adopted by the board and should be reviewed annually.

3. **FUND THE LEAGUE.** Approve finance drives and assist in the campaign. Collect membership dues. Be alert for prospective donors.

4. **MANAGE THE FUNDS OF THE LEAGUE.** Approve the budget prior to its presentation and adoption by the membership. Thoroughly review the treasurer's monthly report, ensure that appropriate financial forms are filed in a timely manner, and see that Per Member Payments are made.

5. **PROMOTE MEMBERSHIP AND LEADERSHIP DEVELOPMENT.** Assist in recruiting new members, provide opportunities for participation, and promote leadership development.

6. **DETERMINE CONSENSUS.** Appoint study chairs, adopt consensus questions for local study, determine areas of consensus, and adopt local position statements.

7. **EVALUATE THE LEAGUE.** Look back at the goals formulated at the beginning of the year. Develop strategies to overcome weaknesses.

(Thanks to the Texas LWV for this list.)

To be a good director is to be a good steward. Stewardship is the "umbrella" that covers all the various responsibilities of a director. Your League is counting on you to be a good steward.



## MINIMUM REQUIREMENTS FOR LOCAL LEAGUES - LWVUS

Delegates to the 1994 LWVUS convention approved a set of requirements for provisional, local, ILO's, and state Leagues which are intended to be specific enough to be enforceable, and are to be seen within the framework of the League's Mission Statement. No local League may have bylaws which contradict state and/or national bylaws.

### Mission Statement

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

### Requirements

The League must have bylaws, the first three articles of which must be consistent with those of LWVUS. The remaining articles must provide for democratic procedures.

The League must establish and maintain a nonpartisan policy.

The League must hold an annual business meeting of the membership.

The League must hold regular Board meetings.

The League must meet its financial obligations to the state and national levels of League.

The League must have a plan for membership growth and retention that **encourages** a membership as diverse as the community.

Any advocacy pursued by the League must be consistent with League principles, positions, and policies.

These requirements must be met for League recognition and are to serve as a continuing gauge of a League's health and well-being.

August 1993

TO: All League Presidents and DPM Subscribers

FROM: LWWUS Membership Committee

RE: Best Practices: Suggested Guidelines to Supplement the Requirements for Leagues

At the 1986 LWWUS convention, delegates voted the following measurable and enforceable requirements to be fulfilled by Leagues in order to receive or maintain recognition:

**The League must have bylaws, the first three articles of which must be consistent with those of the LWWUS. The remaining articles must provide for democratic procedures.**

**The League must establish and maintain a nonpartisan policy.**

**The League must hold annual business meetings of the membership.**

**The League must hold regular board meetings.**

**The League must contribute to the financial support of the League as a whole.**

**Any advocacy pursued by the League must be consistent with League principles, positions and policies.**

In a discussion of these requirements in spring 1993, the Membership Committee recognized that fulfilling the requirements alone does not assure a smooth-running and viable League. We also recognized that Leagues employing certain practices that both enhance and supplement the requirements are usually the more successful Leagues.

We want to share with you a listing of "best practices" as demonstrated by Leagues of different sizes and geographic location. This is by no means a comprehensive list, nor is it meant to be a "do this" list or a guilt trip; rather, it is meant to be a way of sharing techniques of running a League successfully, born of Leagues' actual experiences.

A draft of Best Practices was shared with Council '93 attendees. Many commented that this was a helpful guide for local Leagues; they also had the opportunity to make suggestions regarding content. A number of their suggestions have helped to make this a better and more useful listing.

Best Practices can be used in a variety of ways. You may want to read it over yourself, mentally checking where your League is already successfully practicing some of these techniques or where your League might want to consider trying a new method of operation. A League board could use Best Practices as a basis for discussion as it gets organized for the year ahead. In fact, a local Best Practices could be developed as a guide for present and future boards.

August 1993

League of Women Voters of the United States

**Best Practices--Suggested Guidelines for Local Leagues**

**In this listing of Best Practices, the numbers 1 through 6 are the official requirements for Leagues as voted by the 1986 LWVUS convention. Following each item is suggested implementation--the optimal level of operation.**

**1. The League must have bylaws, the first three articles of which must be consistent with those of the LWVUS. The remaining articles must provide for democratic procedures.**

**Best practices:** The bylaws are reviewed annually by a committee to check actual practice for conformance and to consider possible amendments prior to the annual meeting.

**2. The League must establish and maintain a nonpartisan policy.**

**Best practices:** The League board reviews and discusses its nonpartisan policy yearly after the annual meeting or at its first organizational meeting. At a minimum, "visible" chairs are not involved in partisan activities. Each League considers its own community and its political environment when stating specific allowed and prohibited activities. The board's policy is printed in the local League bulletin each year.

**3. The League must hold annual business meetings of the membership.**

**Best practices:** The League holds an annual business meeting of the membership to vote on budget, bylaw changes, local program and to elect officers and directors. In order to encourage member attendance and participation, there is a "special" aspect to this meeting--a speaker, an award to a member or community leader, a time for attendees to socialize prior to the business.

**4. The League must hold regular board meetings.**

**Best practices:** The League holds regular monthly board meetings with written agenda and minutes distributed ahead of time. For better and more efficient meetings, a timed agenda is used, which provides opportunities for developing plans, acting on committee recommendations and evaluating progress and results.

**5. The League must contribute to the financial support of the League as a whole.**

**Best practices:** The League has sound fiscal management; promptly pays per member obligations to state and national levels of League; budgets are set to provide adequately for the implementation of League program and activities.

The League has an annual treasurer's report and review of financial records.

The League's dues are set realistically to cover annual state and national per member payments, plus some income for the League itself. In addition, the League aggressively pursues outside income through a finance drive or fundraiser in order to achieve the mission of the League.

**6. Any advocacy pursued by the League must be consistent with League principles, positions and policies.**

**Best practices:** The League first sets priorities for timely action on positions and then takes action.

The League responds to action alerts from other levels of League and encourages grassroots member involvement in action where appropriate.

The League has developed an understanding of the appropriate level of government at which action may be taken; when in doubt, the state or national office is consulted. When appropriate the League coordinates action with other affected Leagues.

The League informs its members and the community of action taken through a variety of means (e.g., electronic media, newspaper articles, factsheets).

**Numbers 7 through 20 describe characteristics of healthy Leagues, followed by suggested guidelines for optimum practices that League boards may decide to adopt.**

**7. The League develops plans and evaluates activities.**

**Best practices:** The board holds an organization meeting after the annual meeting to plan the League calendar for the year ahead. Plans are developed that include an outline of specific activities for each month and the board member/committee responsible for each. The board's responsibility includes an evaluation of each activity. Plans and evaluations are included in written reports submitted to the board for future planning.

**8. The League has a membership sufficient to maintain League viability.**

**Best practices:** The League has a Membership Chair and Committee that develops a plan each year to attract new members and to encourage their participation. League leaders are assigned specific new members to make contact with them and encourage their involvement. The president makes a welcoming phone call to each new member.

New members are invited to a special program to orient them to the League's basic organizational structure, history, present activities and opportunities for participation.

A card file or computer data file of the membership is updated regularly with information on members' special interests, achievements and League involvement; this file is shared with the Nominating Committee as positions need to be filled.

**9. The League shows evidence of an aggressive annual membership recruitment and retention plan.**

**Best practices:** The League grows in membership, carries out specific plans to make its membership as representative as possible of the community, and provides a variety of opportunities for members to participate in deciding and carrying out League activities and goals. Board members always carry membership information with them, ask others to join and, "talk up" the League in general.

Nationally recruited members receive a letter of welcome and are included on the bulletin mailing list; they are invited to join the local League well in advance of their dues lapsing.

Annual renewal notices are sent out several months in advance; personal phone calls and other methods of contact are used to follow up nonresponses several weeks before the due date.

**10. The League holds regular membership meetings.**

**Best practices:** Monthly meetings are held on issues of League concern or under study. These meetings are both informative and participatory for League members. The League provides opportunities for League members to interact socially also.

**11. The League has compiled a study of its community and uses and updates it periodically.**

**Best practices:** The League reviews its "Know Your Community" material at least every ten years to help identify community needs and areas for possible study or action. Necessary revisions are made to update the information. The League uses this material as part of its new member orientation each year.

The League undertakes formal publication of its community guide if publication provides community visibility or serves as a fundraising tool.



**12. The League carries out citizen education/voters service activities.**

**Best practices:** The League works to increase citizen participation in the election process on all levels by undertaking election-related voters service (i.e. registration drives, get-out-the-vote campaigns, election guides, candidates forums).

The League undertakes citizen education efforts on issues of importance to the community, not necessarily ones on which the League has positions. This can take the form of holding public forums, distributing factsheets or publications, running a media campaign, or organizing discussion groups. Such activities are often done in cooperation with another organization.

**13. The League establishes positions on public policy through member participation and agreement.**

**Best practices:** The League selects at least one program item at each level of the League for study and/or action. The League has study and consensus meetings on at least one state and national item per year when appropriate. When possible, Leagues share responsibility for study committee activity and consensus meetings with neighboring Leagues in order to lessen the workload on individual Leagues.

The League has a plan for periodic review of its local program positions and updates its membership on these positions through meetings or bulletin articles.

**14. The League publishes a bulletin or *Voter*.**

**Best practices:** The League has a method of regular communication with members. It distributes its bulletin to appropriate community leaders and to prospective members.

The League bulletin includes schedules of meetings, information on League positions, action alerts, *Report from the Hill* information and any other items necessary for a member to be informed and to act effectively; it avoids reprinting information from every-member League publications (e.g., state and national *Voters*). The bulletin contains a welcome to new members with a brief write-up on each one.

**15. The League adopts a budget.**

**Best practice:** The League's Budget Committee recommends the adoption of a budget that reflects the League's priorities for the year and basic support for operating the League, including attendance at state and national conventions.

**16. The League sends representatives to regional, state and national League meetings and to training opportunities.**

**Best practice:** The League encourages all members, especially current and potential board members, to attend workshops, conferences, councils and conventions to increase skills and broaden knowledge to enhance the work of the League.

**17. The League encourages flexibility of its administrative structure.**

**Best practices:** The League modifies its board structure; if necessary, it reduces the size of the board and eliminates nonessential portfolios as appropriate. The League makes an effort to reduce time demands on board members, emphasizing the policy-making role of the board. The League schedules meetings to accommodate both the board and members' work schedules.

**18. The League submits reports to state and national as requested.**

**Best practice:** The League president takes responsibility for completing report forms on time or requests the appropriate board member to do so, checking on the follow-through.

**19. The League has an active Nominating Committee.**

**Best practices:** The committee is active throughout the year, working to ensure the vitality of the League by identifying the leadership potential of new members. The committee has an up-to-date file on all members, noting present and past League positions of leadership, special community and personal interests. The committee encourages "assistant" chairs of committees in order to build a leadership bank.

**20. The League has high visibility in the community.**

**Best practices:** The Public Relations Chair is chosen for writing ability, energy and enthusiasm for the League. Persistence and creativity are shown in seeking coverage in all forms of print and electronic communications (e.g., cable, local access, college TV and radio stations and trade association publications).

Photographs of League events accompany news articles and appear in the local papers whenever possible. Regular members, in addition to board members, are shown in these photographs.

Letters to the Editor are frequently used to inform the public of local, state or national League issues.

All League news articles close with information on how to join the local League and whom to contact for further information on the subject of the article.

The League is listed in the local phone book.

by Larry Cipolla

# Do You Have What It Takes to Be a Leader?

**The difference between managing a company and leading a company can be the difference between falling behind and charging ahead.**

create adaptive, creative, learning organizations where problems are identified before they become crises and where resources are rallied to solve problems.

Leaders have the desire to get involved and often dare to do something differently. They are not happy with the status quo. They tend to push for continuous improvements in how we do things and think about things, and tend to make us question why

of us. They have character and are competent at what they do.

Credible leaders follow through on agreed-to actions. Their actions mirror their words. They exercise confidentiality when dealing with sensitive issues. They build trust by openly sharing impor-





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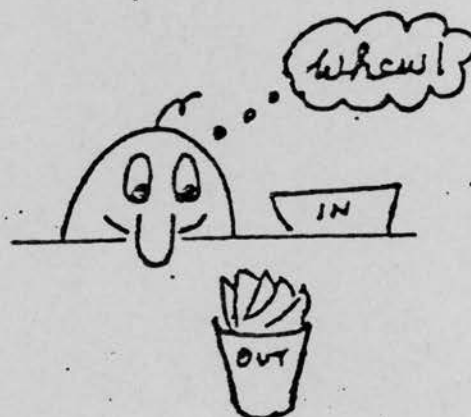


# Filing Tips

## HELPFUL HINTS

- KEEP WORKING FILES CLOSE TO YOUR WORKING AREA (e.g., a box on the floor by your desk). It is then a simple matter to pull out what you need, and then to refile it. Nothing is worse than an ever-increasing pile of paper to be refiled.
- KEEP A LIST OF FILING CATEGORIES VISIBLE by your files, so you can refer to it when looking for something.
- BE GENEROUS IN YOUR USE OF FILE FOLDERS -- save by buying them in quantity at an office supply house, and by reusing them.
- LABEL FOLDERS, ONE SIDE OR TAB ONLY, so that they are returned to file the same way round, thereby making it easy always to add material at the front of the folder, keeping the contents in chronological order.
- CROSS REFERENCE MATERIAL that fits in more than one category by putting a note in other files, locating the material. Watch out, too many cross references may mean you have subdivided too much.
- MARK MATERIAL THAT CAN BE THROWN OUT AFTER A TIME, before you file it -- no need then to reread it when weeding the file.
- SAVE SPACE by writing on material already filed rather than adding another piece of paper to the files.
- ALWAYS DATE AND IDENTIFY MATERIAL WITH YOUR LEAGUE NAME.
- TAKE TIME TO WEED THE FILES as soon as a project or study is finished. Do a summary and make notes for the file.
- WEED THE FILES AT LEAST ONCE A YEAR. You may discover useful material you had forgotten about. And, periodic weeding of the files makes it a less awesome task.
- KEEP MATERIAL ONLY IF IT IS PERTINENT TO YOUR:
  - FUNCTION AS A BOARD MEMBER;
  - PARTICULAR PORTFOLIO: OR
  - PERSONAL INTEREST.

IF IT IS NOT, CHUCK IT OR PASS IT ON.



## **TIPS FOR LOCAL LEAGUE PRESIDENTS**

Welcome and congratulations to all new and continuing League Presidents! You have taken on a rewarding and challenging job. You have a chance to help your League in significant ways and the opportunity to develop personal skills and contacts. In choosing you, your fellow League members recognize your leadership capabilities and knowledge. The beginning of a new League year is an opportunity to get off to a fresh start in your local League. Use the summer to get ready for the challenges and opportunities ahead. Use all the resources available to you to get yourself and your board ready for action in the fall.

### **Organize ...**

- ◆ Get a notebook to use as a journal. Carry it with you and keep track of what you do each month. Jot down ideas, list things you need to do, take notes of phone calls made and received. Having everything in one place will be much easier than trying to keep it in your head or on little pieces of paper.
- ◆ Make sure your board members understand their responsibilities, and know what you expect of them. If possible, meet with them individually to review their specific League job. Make sure files have been passed on by past board members. Discuss your procedures regarding meeting attendance, bulletin deadlines, bills and expenses.
- ◆ Have a board training. You can do this yourself, but why not invite your state board communicator to do it for you! The input of someone who is not from your League may help you gain a new perspective on where you are going.
- ◆ Use an expandable file with tabs for each board member to distribute mail as it comes in.

### **Prioritize ...**

- ◆ Spend time with your board discussing your goals and activities for the coming year. Be realistic about members' time limitations and commitment to League activities. A state board member could be the discussion leader for this if you think it would be helpful. Try to eliminate unnecessary work.
- ◆ Promote a willingness among your board members to try new ways to accomplish a task. Many League jobs can be shared or divided into smaller bites to make it easier for busy members to help. Consider the possibility that if no one wants to do a job, maybe it doesn't need to be done! What would you miss if you didn't do it?

### **Delegate ...**

- ◆ You are not in this alone. Do not try to do everything yourself -- DELEGATE. You are helping other members to develop their leadership skills. Remember, if you don't want to be president for life you need to start training your successors.
- ◆ Be sure to involve your members who are not on the board. They may be willing to chair an off-board committee, or work with a board member on a specific project. It is

especially important to involve new members. Don't be afraid to ask. If the member is not interested in or does not have time for the assignment you have in mind, don't make her/him feel guilty. Try to find out what sort of involvement she/he would be interested in. Almost everyone is willing to do some small task. Have membership surveys available at unit meetings, annual meeting, fall kick-off, etc.

### **Read ...**

- ◆ Open the mail when it comes - scan for important dates, items. Yes, sometimes the mail seems endless! the material you get from LWVMN and LWVUS is important. Some of it needs to be read with care, but some only needs scanning from you and distribution to the board member who will handle it. Most Leagues get a "Duplicate Presidents' Mailing" and the vice president receiving it also scans the material and distributes it to the appropriate board members. If your League only gets one mailing, decide who should get what, make a copy for your files and work out a distribution system. Try to handle mail as soon as possible after you receive it. Also, time management experts recommend only handling a piece of paper once. In other words, look it over, decide what you need to do with it and move it along.
- ◆ Why re-invent the wheel? Many helpful publications are available to help you. Each board member should have a copy of IN LEAGUE, the relevant sections of OUTLOOK. These resources are invaluable, but you won't know unless you at least scan them so you know what is there, and then keep them handy to use as references.

### **Communicate ...**

- ◆ Your president's message in your local League bulletin sets the tone for your League. Be upbeat, encouraging, celebrate successes, promote coming events, thank everyone who helps with League work, encourage teamwork.
- ◆ You should send your bulletin and board meeting agenda and minutes to LWVMN. Please call with your concerns, or problems you may be having. Most state board members have been local League presidents. We know it is not all sunshine and roses, and we want to help you and your League.
- ◆ Attend statewide and regional meetings and encourage your members to do the same. It is always fun to get to know people from other Leagues and share ideas. We can learn from each other. Large meetings also begin to give your members the powerful feeling that they are involved in a great organization that is larger than your local League.

### **Have FUN! ...**

- ◆ Whatever work you have to do, make it enjoyable. Altruism is not the only motive for League involvement. We are also getting something out of it personally. We are learning and growing. We like the people we meet in League. We enjoy it! Don't be afraid to show that it is fun!

(with thanks to LWV-Illinois)

***FOR  
MEMBERSHIP EVENTS,  
CANDIDATES MEETINGS,  
LIBRARY DISPLAYS,  
ETC.***

**BANNERS AND DISPLAY BOARDS**

Banners and Display Boards are now available for local Leagues to borrow. The banners are replicas of the original Suffragist banners that were carried in parades, etc. We have four banners approximately 36" x 24" that can be carried on 6" flagpoles. We also have stands for the poles.

The six display boards have pictures and text about Clara Ueland, first president of the LWVMN and the Suffragist movement in Minnesota. The Boards are about 30" x 18" and have stands on the back for display on a table. We also have tapes of the "Pride and Passion" song that was presented at Convention. It's a song that celebrates League and might be fun for your kick off meetings or board retreats.



**(OVER)**



# *THE LEAGUE OF WOMEN VOTERS: OUR PRIDE AND PASSION*

## **CHORUS**

Remember the pride and the passion  
Of those who marched for our rights  
We will carry the pride and the passion  
Ever onward, ever upward to new heights.

## **VERSES**

We picked up their banners and started to shake  
The world on its axis for everyone's sake  
Informing the voters of pertinent facts  
And calling on Congress for praiseworthy acts.

### **(Chorus)**

On things international we have perspective  
On national issues we're always effective  
We want what is best for the red, white and blue  
Constitutional rights and good government too.

### **(Chorus)**

We practice the art of gentle persuasion  
We argue politely on every occasion  
With great resolution we carry our mission  
Of social well-being to each politician.

### **(Chorus)**

We see as our duty the need to promote  
Increased registration to get out the vote  
Fair representation has long been our aim  
Election reform is the name of the game.

### **(Chorus)**

While some people think we are decent but dull  
They know in their hearts we have power and pull  
With passion and pride we will march to the fore  
And carry the banner ten thousand years more.

### **(Chorus)**

**PUBS FOR PRESIDENTS**  
(Resources for local League Presidents)

5/12/95

**From LWVUS:**

1. In League (Guidelines for League Boards)
2. Meaningful Meetings
3. Impact on Issues: A Leader's Guide to National Program
4. Getting the League Job Done (Leaders Resource List)

LWVUS Address and Phone Number:  
League of Women Voters of the United States  
1750 M Street NW  
Washington, DC 20036  
202/429-1965 Fax: 202/429-0854

**From LWVMN:**

1. Outlook 1994-1995 - Calendar and Counterpart Communiques (a "how to" for you and your board)
2. Program for Action (Summary of LWVMN Positions)
3. Action Guidelines and Coalition Guidelines ("how to" take action on the local level and how to work effectively in coalition)
4. How to Make a Difference (LWVMN lobbying manual)
5. Membership Guide (a "how to" for membership chairs)
6. League 101 (a booklet summarizing League terms)
7. Debates Guidelines ("how to" put on a candidate's debate)
8. How to Use Your LWVMN Education Fund
9. Board Memo (Written by portfolio counterparts on the LWVMN Board/comes after each LWVMN Board meeting/has LWVMN activities, helpful hints for getting the job done/what other local Leagues are doing)
10. Capitol Letter (published bimonthly during legislative session to keep members and subscribers apprised of the League's legislative issues)

LWVMN Address and Phone Number  
League of Women Voters of Minnesota  
550 Rice Street  
St. Paul, MN 55103  
612/224-5445 Fax: 612/292-9417



## THE LEAGUE OF WOMEN VOTERS

MINNESOTA

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

### LOCAL LEAGUE BOARD TRAINING

May, 1995

BOARD TRAINING offers local Leagues the opportunity to prepare their leadership to carry out the functions that provide stability and credibility for the organization. To assist with this responsibility, LWVMN has trainers prepared to conduct board training workshops for all local Leagues.

In order to meet the changing needs of local League boards, the training program is divided into the following five areas. Local Leagues may choose one or more of these areas or may design a training session that more specifically addresses its own needs. Also, local Leagues may consider inviting their general membership to any training session. Each workshop runs about 1 1/2 hours. To set up a board training session, contact Peggy Thompson, Field Service staff, LWVMN office, (612)224-5445.

**BOARD ORIENTATION** — Ideal for the whole board — especially new members of the board and for experienced members who have not served recently on the board. Committee members and individuals being considered for future board positions also could be included. A board should provide a board orientation at least once every two years. This session is interactive and includes information about boards in general, the League's non-partisan policy, board responsibility, and how to ensure an efficient, productive meeting.

**DIVERSITY** — This workshop explores the barriers and identifies some possible solutions for diversity (racial, ethnic, age, gender) in League membership. It also examines the why and how of coalition-building with diverse groups within your community.

**ACTION AND ADVOCACY** — This interactive workshop includes a discussion of how to get active in issues on the local level and how to use your League positions to influence public policy in your community. Learn what other local Leagues are doing for action and get an update on lobbying activity at the state level.

**LEADERSHIP AND GROUP PROCESS** — A workshop that will offer insights into:

- personality styles and how each style can contribute to effective group process. Get to know your personality type through a modified Myers-Briggs assessment and learn to understand and appreciate other types.
- what is leadership?
- conflict resolution and how to deal with difficult people.
- how to nurture emerging leaders.

**LWV 75TH ANNIVERSARY — MAKING PLANS TO CELEBRATE!** — Find out what LWVUS is planning to do on a national level and what other state and local Leagues are planning. Brainstorm ways to get some great visibility for your League through sponsoring a fun community event, an educational forum, a fundraiser, etc.



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

Management & Training Services Dept.

## **HOW TO RUN FAST AND EFFICIENT BOARD MEETINGS**

**BE ON TIME** There is always too much to cover in any board meeting, and the extra ten or fifteen minutes at the beginning can make a lot of difference. Even if a quorum isn't present, try to start the meeting with minutes, correspondence or reports that require no decision from the board. If the meeting is in progress, arriving late is more embarrassing, and when people learn that you really do begin when you say you do, they are more apt to be there. Consistently being late is not a sign of importance, but only of poor planning.

You just had to talk something over with one of the other chairs this month, but didn't quite manage to do it? Why not plan to meet about half an hour before the board meeting is to begin? But be sure that your discussion does not run over into board time.

**A WRITTEN AGENDA** of the main items to be covered in a meeting should be sent out ahead of time.

**TIME LIMITS** for main reports should be decided upon ahead of time by the president and the person giving the report. Then make the person stick to the time limit agreed upon for the presentation to the board, even if it means cutting her off short a few times. People will soon learn, and no one's feelings can be hurt if it is known that you are operating in this manner. Chairs should not wait to be contacted by the president if they know something is developing in their field that needs board consideration.

**MOVING THROUGH THE AGENDA** If you feel that one discussion is going on and on without getting anywhere, you can always postpone further discussion on that question until later in the meeting after some other necessary business has been taken care of. It is often surprising how quickly agreement can be reached after such a breathing spell. At the end of your complete agenda, place committee reports that are merely routine this month and could be held over if you run completely out of time. All correspondence, announcements, bills, etc., should also be collected ahead of time and be in order for presentation.

**PRE-PLANNING BY COMMITTEE CHAIRS GIVING MAIN REPORTS** is also necessary. You should come prepared with a plan, report, worked out by your committee. If your particular project affects more than one committee, a joint planning meeting should be held prior to the board meeting at which the report is due. A chair should expect the board to formulate the original plan. Also, if a chair wants to try something different, she will have much better chance of getting board approval if she comes with the idea fully formulated.

Stick to the time decided upon for your presentation. Fascinating and important as your story is, it isn't the only one that has to be heard if a League job is to be done. Remember that discussion is the most important to you in carrying out board decisions in your field. The board is an over-all planning body. It needs to know your board plans and general activity, but it does not need to know every detail of how you plan to carry out your project. Conversely, if you, as a board member, are interested in more details of some report, or have suggestions for a particular chair, speak to her personally later, don't take up board time.

**KEEPING THE BOARD UP TO DATE** Each committee chair is usually asked for a short report of her activities at each board meeting. Report any new developments only. If there are none, it is sufficient to just report that things are proceeding according to plan. Other members won't think you're asleep on the job if you don't make a speech at each meeting. If you've had a big success, now is the time to brag about it. But keep it brief. If you make too much of a production, there may not be time to hear about the smaller, but important, success of another chair. If other board members really want a blow by blow report, save it till after the business meeting is over, and then give the full drama for all who wish to listen. If your routine report contains matter requiring a decision from the board, indicate what the question is and suggest possible solutions. If some chairs have to be skipped one month because of time, the president should try to start the routine reports with them the next month so that the same ones aren't always left out.

**KEEPING THE MEETING MOVING** is one of the duties of the presiding officer. She should not be afraid to hold people to the time assigned to them, or to make some members wait for a second chance to speak until others have had a first opportunity. She should also try to keep the discussion progressing. If the members seem to be bogged down on one point, try summarizing the thinking to see if the others agree, and then go on from there. Remember, it is always possible to come back to a point later, and a splitshift in discussion is often helpful.

All board members should help in this process of keeping things going and can help to keep any one person from monopolizing the conversation. Self-restraint practiced by all board members is still the greatest help. If someone else expresses your idea first, don't think that you have to repeat and embellish it. Just concur.

## RECOMMENDATIONS FOR FAST AND EFFICIENT BOARD MEETINGS

- ⇒ Don't make a career of being a board member.
- ⇒ Listen to others making their reports, don't carry on a private conversation.
- ⇒ Don't digress from the main topic under discussion. Refrain from relating interesting anecdotes related to the subject but which don't advance the discussion.
- ⇒ Ask questions directly of the person giving the report, not your neighbor. State your opinions, objections or approval, but don't be argumentative or redundant.
- ⇒ Don't be involved in too many committees; ask more involvement from membership.
- ⇒ Don't let yourself be led by others' enthusiasm or pressure; be sure you understand the issue and options.
- ⇒ Any controversial issue should be discussed by the chair with her committee beforehand and should have a specific recommendation to offer to the board. It would also be helpful to have a copy of the recommendation or recommendations to distribute to board members.
- ⇒ If outside speakers are present at board meetings, they should be given a specific amount of time and be expected to stay within the time limit. If possible, outside speakers should be asked on days when the agenda isn't too lengthy.
- ⇒ When there are several subjects or reports that will consume a good deal of time, it might be helpful to intersperse them throughout the agenda.
- ⇒ Have a written report to give to the board secretary.

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Taken from materials prepared by the League of Women Voters of Oregon.

9/80

## MOTIVATION

Individuals usually produce more when they know.....

- What they are supposed to do.
- What authority they have.
- What their relationships are with others.
- What constitutes a job well done.
- What they are doing exceptionally well.
- Where they are falling short.
- What they can do to improve.
- They will receive just rewards.
- That their work is of real value.
- That leadership has a genuine concern for them.
- That their superior is anxious for them to succeed and progress in a way that is personally rewarding.

These are basic to any leadership system -- from benevolent dictatorship to participative leadership, they should not be ignored, regardless of leadership style or other motivating factors.

## **JOB DESCRIPTION**

**1993**

League of Women Voters of California/League of Women Voters of California Education Fund

### **Roles and Responsibilities of the Board of Directors**

- ◆ Develop and maintain the mission of the organization.
- ◆ Develop policies and make decisions.
- ◆ Maintain fiduciary responsibility
  - ◇ Administer funds
  - ◇ Develop a financial plan
  - ◇ Oversee fund development
- ◆ Administer and conduct the affairs of the corporation.
- ◆ Maintain the legal responsibilities of the corporation.
- ◆ Planning, Oversight, and Management of:
  - ◇ service to local Leagues
  - ◇ voters service
  - ◇ program: studies, lobbying, and other advocacy activities
  - ◇ activities that educate our members and the public.



## Total Board Responsibility

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

### *Local League Board Member at a Glance*

#### Role

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

#### General

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

#### Specific

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

#### Techniques

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

Board Handbook, LWV of Illinois, April 1988

## **TIPS FOR DISCUSSION LEADERS**

### **I. Introduction**

The leader does not need to be an expert or even the most knowledgeable person in the group; the ability to manage the discussion is much more important than knowledge of the issue. In fact, content experts tend to have a difficult time staying in the leader role.

However, the leader should be the most well-prepared person in the room. This means thorough familiarity with the reading material, reflection about the directions in which the discussion must go, knowledge of the people and personalities in the group, and a clear understanding of how the concurrence will work.

### **II. Beginning**

1. **"Beginning is half,"** says an old Chinese proverb. Set a friendly and relaxed atmosphere from the start. Introduce yourself: talk about your background and reasons for agreeing to moderate the discussion. All participants should then be asked to introduce themselves. They could say something about their League background and why they are interested in the study, for example.
2. **Start and end on time.** People who make the effort to come on time are punished by having to wait for late-comers to arrive.
3. **Designate a recorder.** The recorder keeps notes and records your League's response to the concurrence form.

### **III. Managing the Discussion**

1. **Keep discussion focused on the session's topic.** Don't force the group to stick to the topic too rigidly, but don't allow the discussion to drift.
2. **Keep the discussion moving along.** When a point has been fully discussed, don't allow the group to beat it into the ground. Move on to something else.
3. **Do not allow the aggressive, talkative person or faction to dominate.** One of the most difficult aspects of leading is restraining domineering participants.
4. **Draw out participants.** Do not allow anyone to sit quietly in the corner or to be forgotten by the group without an attempt to reach the person. Create an opportunity for each participant to contribute.
5. **Be an active listener.** You will need to truly hear and understand what people say if you are to guide the discussion effectively.
6. **Stay neutral and be cautious about expressing your own values.** As the leader you have considerable power with the group. If you throw your weight behind the ideas of one faction, your effectiveness in managing the discussion will be diminished.



7. **Use conflict productively and don't allow participants to personalize their disagreements.** Do not avoid conflict, but try to keep it narrowly focused on the issue at hand. Conflict in a discussion can be exciting, but conflict of personalities is destructive. Since everyone's opinion is important, participants should feel comfortable saying what they really think - even if it's unpopular. If the group starts to gang up on someone, or if you sense that some participants may be afraid to express their views, reminding the group that it's important to respect everyone's right to be heard.
8. **Be prepared to intervene to help participants clarify vague or confusing statements.** Make sure jargon is translated into terms everyone can understand.
9. **Don't be afraid of pauses and silences.** People need time to think and reflect. Sometimes silence will help someone build up the courage to make a valuable point.
10. **Do not allow the group to make you the expert or "answer person."** Don't set yourself up as the final arbiter. Let the group decide what it believes and correct itself when a mistake is made.
11. **Don't always be the one to respond to comments and questions.** Encourage interaction among the group. Participants should be conversing with each other, not just with the leader.
12. **Synthesize or summarize the discussion occasionally.** It is helpful to consolidate related ideas to provide a solid base for the discussion to build upon. A look back over territory that has been covered provides a sense of what has been accomplished.
13. **A little humor can go a long way.** A gracious joke or wry comment can be particularly useful if the atmosphere becomes tense and can pep people up when the discussion is lagging.
14. **Watch the time and move the discussion along when necessary.**
15. **Ask hard questions.** Call attention to points that have not been mentioned or seriously considered, whether you agree with them or not. Encourage someone to play devil's advocate, if necessary.
16. **Be aware of how your questions are directed.** Varying your questions by directing some toward particular participants and others to the group at large can help you manage the discussion.
17. **Utilize open-ended questions.** Questions such as, "What other possibilities have we not yet considered?" do not lend themselves to short, specific answers and are especially helpful for drawing out quiet members of the group.
18. **Avoid leading questions.** The leader who asks "Are you uncomfortable with this line of reasoning?" rather than "What do you think of this line of reasoning?" may be interjecting her/his own opinion.

#### IV. Wrapping Up

1. Thank everyone for participating.
2. Remind them of the date and time of the next meeting, if there will be more than one.

## IRS Rules Regarding Non-deductibility of Contributions

**Any** solicitation for contributions not going to the Education Fund must contain a conspicuous and easily recognizable statement that contributions to the organization are not tax-deductible. This includes contributions, **membership dues**, gifts, voluntary assessments, stock, securities, property or voluntary services. In soliciting these funds you must state their non-deductibility clearly and in a place where it will be noticed by the recipient.

Wording on solicitations to businesses can be slightly different because a business may choose to deduct a contribution as an ordinary and necessary business expense, e.g., public relations.

Sample wording for solicitations to businesses might be:

"Contributions to the LWV of \_\_\_\_\_ are not deductible as charitable contributions for tax purposes but may be deductible as an ordinary and necessary business expense."

Sample wording for solicitations to individuals might be:

"Contributions to the LWV of \_\_\_\_\_ (or dues for membership in the LWV of \_\_\_\_\_) are not deductible as charitable contributions for tax purposes."

Sample wording from a recent LWVUS solicitation:

"Contributions to the League of Women Voters of the United States are used in aggressive and effective lobbying and are not tax-deductible."

## IRS Rules on Deductibility of Payments by Patrons of Fundraising Events

Local Leagues can use fundraising events to solicit deductible gifts for the Education Fund if they follow certain soliciting and receipting practices:

- > To be tax deductible, a payment must be an outright gift without tangible compensation. When a person buys an item, no gift has been made because the payment is the purchase price. To qualify as a gift, it must be shown that the payment exceeds the fair market value of whatever is received and that amount may be deducted.
- > An admission price is not tax deductible because the payment is not considered a gift. If the price is intended to be in part a gift and in part the purchase price of admission, you must state how much is fair market value and how much is a gift. This must appear on the solicitation and on any ticket or receipt.
- > Where the event is reasonably comparable to events for which there are established charges for admission, such as theatrical or athletic performances, the established charges should be treated as fixing the fair market value of the admission. If the amount paid is the same as the standard admission charge, there is no deductible contribution.

- > The amount of a payment exceeding the value of an event or article received is tax deductible. Even if the event and/or articles are donated they cannot be deducted if the rate charged equals their fair market value. If the price is higher than the fair market value, and this is made clear, then the difference is tax deductible.
- > To claim a deduction, the donor must be able to show a gift was made in excess of the fair market value of the goods or services received. The charity must disclose fair market value for each item and include it in a brochure or catalog if one is printed.
- > The price of a raffle ticket is not deductible, and the prizes are subject to income tax.

### **Requirements Concerning Acknowledgements**

**These requirements apply to contributions received on or after Jan. 1994:**

- > A charity must provide a donor with a written acknowledgement for a contribution of \$250 or more to include with the individual's 1040 tax return. The acknowledgement must state the amount of any cash contribution, a description of any property contributed and whether the charity provided any goods or services in exchange for the contribution. If there was an exchange, the charity must also provide a good faith estimate of the value of those goods or services.
- > If a charity receives more than \$75 from a contributor and the sum is partly a contribution and partly a payment for goods and services provided by the charity, the charity must give the donor a written statement that includes a good faith estimate of the value of the goods or services and informs the donor of the actual amount which may be considered a charitable deduction.

### **Soliciting Contributions from Candidates**

Minnesota law generally prohibits a religious, charitable or educational organization from soliciting a contribution from a candidate or committee. It does not apply to certain business advertisements or regular payments by a candidate to an organization to which s/he was a member or contributor for more than six months before candidacy.



THE LEAGUE  
OF WOMEN VOTERS®  
OF THE UNITED STATES

March 1995

*President*  
Becky Cain  
St. Albans, West Virginia

*Vice-Presidents*  
Beverly K. McKinnell  
St. Paul, Minnesota

Bobbie E. Hill  
Camden, Arkansas

*Secretary-Treasurer*  
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Carolyn Jefferson  
Sagamore Hills, Ohio

Karren Kerr  
Omaha, Nebraska

Debbie Macon  
West Bloomfield, Michigan

Terry McCoy  
Columbus, Ohio

Eleanor Revelle  
Evanston, Illinois

Carole Wagner Vallianos  
Manhattan Beach,  
California

Kathleen Weisenberg  
Atherton, California

*Executive Director*  
Judith A. Conover

**TO:** All League Presidents and DPM Subscribers

**FROM:** Monica Sullivan, Publications Director

**RE:** Update on Third-Class Postal Regulations

The Postal Service has issued new proposed regulations affecting restrictions on third-class nonprofit mail (e.g., League newsletters). Leagues will recall that these regs have been in flux for over a year now. As expected, the regs as issued continue to allow advertising in third-class nonprofit periodicals, with a few important exceptions. The key word here is *periodical*. To be exempt from advertising restrictions requiring that ads be "substantially related" to the work of the organization, Leagues must make sure that their mailings meet the content criteria for a periodical publication. Most League mailings already meet these requirements, and if they don't, it should be fairly easy to make the changes to comply. But there are a few blanket prohibitions on certain types of advertising. See below.

### Content Requirements for Periodical Publications

To qualify as a periodical publication and thus be exempt from the "substantially related" test, the material mailed must meet the following requirements.

- **Have a title.** The title must be printed on the front cover page in a style and type that make it clearly distinguishable from other information on the page.
- **Be formed of printed sheets.** It may not be reproduced by stencil, mimeograph or hectograph. Any other duplication process is permitted.
- **Contain an identification statement** on one of the first five pages that includes the following elements:
  - † **Title.**
  - † **Issue date** (this may be omitted here if it is on the cover page).
  - † **Statement of frequency** showing how many issues are to be published each year and at what regular intervals (e.g., monthly; quarterly; monthly except July and August, etc.).
  - † **Name and address of the nonprofit organization**, including street number, street name and zip.



† **Issue number** (every issue should be numbered consecutively—e.g., Volume 3, #8); This info can be on the cover page instead of the identification statement.

† **ISSN Number** (International Standard Series Number) or **USPS Number** (United States Postal Service Number) if applicable. Some League may have these numbers. They are not required if you don't have one.

† **Subscription price**, if applicable.

- **Consist of at least 25 percent nonadvertising matter in each issue.**

As noted, most League bulletins already meet most if not all of these criteria. If yours does not, you should make the necessary modifications.

### **Advertising Restrictions for Periodical Publications**

In 1991, the Postal Service adopted regulations restricting three specific kinds of advertisements. For the most part, these regulations were rarely enforced, but indications are that this is changing. One League in California already as had a problem with this issue. These regs prohibit material that "advertises, promotes, offers, or, for a fee or consideration, recommends describes or announces the availability of":

- Any insurance policy.
- Any travel arrangement.
- Any credit, debit or charge card or similar financial instrument or account.

In other words, Leagues' bulletins mailed at the third-class nonprofit rate may not include ads for insurance agencies, travel agencies or financial institutions. These institutions may act as sponsors (e.g., "The Joe Smith Insurance Agency is proud to support the League of Women Voters of Anytown") but they may not take ads ("The Joe Smith Insurance Agency—Offering Home, Auto and Life Insurance for 25 Years. 555-1212"). If you mail at the third-class rate and you have such advertisers now, you should convert them to "sponsors" or drop the ads. As mentioned, this is not a new regulation, but it is being newly enforced, at least in some areas. Most of us were not even aware it was in the regs until now.



## FEDERAL DISABILITIES ACT: REQUIREMENTS FOR PUBLIC MEETINGS

Title III of the Federal Disabilities Act under the section on Public Accommodations requires that an American Sign Language/English interpreter for the hearing impaired be provided upon request at an event to which the general public is invited. A public candidate forum is such an event. To be in compliance with the law your candidate forum publicity should include a statement that "a qualified American Sign Language/English interpreter will be provided for hearing impaired persons who request one by (date)\_\_\_\_\_." If no requests are received by the date specified, that is the end of it. If there is a last minute request, we are required to make a reasonable attempt to meet it.

If it is not possible to provide this service because no interpreter is available or your League does not have or cannot raise the money, the forum can go on as planned, but legally we may be required to show that we did try to comply. Keep a written record of the request and what you did to meet it - dates, times and the names of people with whom you spoke.

We are not in this alone and there are resources to help groups meet this new law. Minnesota has a regional network of interpreter referral centers - a list of those numbers is provided in this packet along with information on interpreters. These centers provide free referral service to help you find an interpreter who can meet the needs of the person(s) requesting one. Other possible requests could be for large print, tactile or oral interpreters. The referral center can explain this for you.

The first step after receiving a request is to call the center. Tell them the kind of request and the date, time, place and expected duration of your meeting. They will find an interpreter for you if possible and can also direct you to possible sources of funding in your area.

Qualified American Sign Language/English interpreters are trained in the translation of English to American Sign Language, a visual language with a totally different syntax. They usually work as independent contractors. Their rates vary, but you can expect a two hour base rate of \$45 to \$70. Prices beyond the first two hours also vary. It is possible that you may need to have more than one, since they need a break after 45 minutes. Some may be willing to work pro bono or to reduce their rates for a volunteer group such as League.

You already know that public events need to be held in buildings and rooms that are accessible to the disabled. This law extends access to those who have other problems. While it adds another level of complexity to your planning, the regional referral centers should minimize the amount of extra time it will take.



## COALITION GUIDELINES FOR LOCAL LEAGUES

A coalition is a temporary alliance for a specific purpose.

### 1. When should LWV join a coalition?

A coalition membership is most useful to the LWV when it is a temporary alliance for some specific issue. It is best if the LWV serves as a founding member of the coalition so that LWV principles will be a basis for the structure. Membership in any coalition must be approved by the action chair(s) or committee and LWV board of directors.

Special attention should be paid to any potential coalition's funding, decision-making apparatus, nonpartisanship and communications within and without. It is particularly important that we determine that we are not lending the credibility of the LWV to a questionable coalition. At the time of joining a coalition the structure for formal withdrawal should be in place.

As a condition of joining a coalition, LWV reserves the right to withdraw the use of our name if we are not in agreement with a proposed statement or action.

It is possible for LWV to take part in loose networking arrangements with other organizations that allow us to act on an ad hoc basis and do not use the LWV name as an agreeing participant. While League members may attend networks or organizational meetings of many kinds, no endorsement of the group or its objectives is possible or may be inferred without approval by the appropriate level of LWV. (See Action Guidelines) It is necessary for the action chair(s) and the LWV president to review and approve. League delegates to networks may speak not as individuals but only as members of LWV.

### 2. How should we function within a coalition?

LWV should never join a coalition unless a LWV delegate is in regular attendance at all decision-making meetings of the coalition and decisions must reflect LWV principles. When attending coalition meetings the LWV delegate must not speak as an individual but with the voice of the LWV. Communications within the coalition and with the LWV through the delegate are of paramount importance.

Any spoken or written testimony issued by the coalition must be seen and approved by the appropriate action chair and LWV president. (Even with prior approval it should be noted that press conferences are innately dangerous since words can be taken out of context and the press sets the agenda.)

It is important to keep LWV priorities first in the mind of the representative to the coalition. It is easy to become impassioned with the topic or cause and oversubscribe the League's resources and/or limits of commitment. The LWV is a multipurpose organization with finite finances and personnel and bound by member consensus.

### 3. When should LWV leave a coalition?

Coalitions should be evaluated as a matter of course each time dues are

requested and approved by the appropriate LWV board of directors. If the specific purpose desired by the League has been achieved, if the coalition is expanding to new issues and achieving an independent identity of its own or if the LWV no longer has the time or resources to monitor the coalition by active and continued personal participation it is time to withdraw.

Withdrawal from a coalition should always be done in writing and the reasons should be stated explicitly. Withdrawal should be done on positive terms so that future communication and cooperation are possible. State that a coalition is moving beyond permitted bounds of LWV participation as determined by our grassroots consensus or that it is not possible for us to take part in partisan activities or that we cannot afford the resources to continue. It should never be done as a criticism of the coalition but only as a statement of our limitations. We do not want to foster rumors about our withdrawal or nonparticipation in a coalition. The same contacts that were made to announce the taking part in the coalition should be used to announce the withdrawal and the reasons for doing so.

April, 1992

LEAGUE OF WOMEN VOTERS OF MINNESOTA  
ACTION GUIDELINES FOR LOCAL LEAGUES

These guidelines are designed to ensure that the League speaks with one voice. The Board of Directors of LWVMN is the final authority in action policy when resolving conflicts if more than one local League is involved or when state LWV policy is involved. Remember that when taking action it should be made clear that all League action is nonpartisan. Action addresses issues rather than candidates or political parties.

I. ACTION ALERTS

From time to time local Leagues receive calls to action from the LWVMN and the LWVUS. These may be in the form of an Action Alert from the state or national League, giving background information on an issue together with action strategies and instructions. Action suggestions also appear in the Capitol Letter, MN Voter, Report from the Hill, and in other communications from the state or national League. All Leagues are strongly requested to carry out the suggested action.

II. LOCALLY INITIATED ACTION: Local Leagues may want to initiate action. Local action by Leagues is vital and is encouraged.

- A. THE DECISION TO TAKE ACTION WHICH WILL AFFECT ONLY YOUR COMMUNITY RESTS WITH YOUR LOCAL BOARD IF CERTAIN REQUIREMENTS ARE MET: In deciding to take action based on a local position, the board must consider whether the contemplated action falls within the relevant position and whether the local position is consistent with the position of other levels of LWV. The board will also want to consider whether members understand and support the action and whether the action would be effective in the community.

Local Leagues may take positions in their communities based on positions from other levels of League, and consultation with a board member from that level may be helpful in planning action strategy. If action affects other area Leagues, and there is an inter-league organization such as Council of Metropolitan Area Leagues, that level of League must be consulted before any action is taken.

- B. ACTION THAT WOULD AFFECT MORE THAN ONE LEAGUE REQUIRES CONSULTATION WITH THE BOARDS OF THE OTHER LEAGUES INVOLVED.

The procedure to be followed will depend on the complexity of the issue and the number of Leagues involved. If only two or three Leagues are affected, all should agree (or have no objection) to the plan of action. If more than three Leagues are involved the LWVMN legislative coordinator or Action Committee should be consulted. A substantial majority of the Leagues involved must agree to the contemplated action. This consultative arrangement is necessary to ensure agreement on the interpretation of positions, to coordinate activities of the different levels of League, and to enhance the effectiveness of League action campaigns.

- C. ACTION THAT WOULD INVOLVE CONTACT WITH A STATE GOVERNMENT OFFICIAL REQUIRES CONSULTATION WITH THE LWVMN LEGISLATIVE COORDINATOR OR STATE BOARD PRESIDENT. This consultation is necessary in order to keep LWVMN informed about all state-level advocacy efforts and to ensure that there is no conflict with other LWVMN action.



Local Leagues may take action on the state level under a local position if all three of these conditions are met:

1. The legislation must not be statewide in scope;
2. Every affected local League must be notified of the proposal prior to any action;
3. Such action must be approved by the State Board or the State President, Legislative Coordinator and Program Chairs prior to any action.

D. ACTION THAT WOULD INVOLVE CONTACT WITH GOVERNMENT OFFICIALS AT THE NATIONAL LEVEL REQUIRES CONSULTATION WITH THE NATIONAL LWV OFFICE.

As with state-level action, the local League must clear plans with the relevant level of League. You may call the LWVUS office directly or you may contact the appropriate state program chair or LWVMN legislative coordinator for guidance. In general, permission to act at the national level may be limited to those issues included in the LWVUS Advocacy Agenda.

(These guidelines are adapted from those of LWV-Illinois)

# **Financial Planning for Your League Year**

## **Finance Campaign**

An annual finance campaign is a must for all Leagues. The campaign brings you visibility in your community as well as raising money for your League activities. That community presence will reap benefits in membership and public relations in addition to adding dollars to your bank account. Those dollars will allow you to do more for your community. Remember, you get a greater dollar return for less time and effort in a finance campaign than in any other kind of fundraising.

### **Steps to a Successful Finance Campaign**

1. Get an enthusiastic Finance Chair.
2. Emphasize total Board support of the campaign.
3. Get a Finance committee.
4. Set a goal and a deadline to wrap up the campaign.
5. Research and target prospective donors.
6. Begin with the most likely prospects--your Board, members, former and present donors, and those with League contacts.
7. Send a letter to donors and prospects requesting a specific dollar amount.
8. Train your volunteer solicitors.
9. Make phone and in-person follow-up calls.
10. Thank all donors.
11. Recognize all donors and solicitors.
12. Throughout the year, keep donors informed of League through your bulletin, meeting announcements and/or publications of interest to that donor.
13. Congratulate yourselves on your success!

### **Tips for a Successful Fundraiser**

1. Research and plan a fundraiser that will appeal to your members to work on and support. Be sure that you have total Board support.
2. Be sure that it will appeal to your constituency (whoever is to attend, pay, etc.)
3. Keep your expenses low to keep risk of loss low.
4. Be sure that the dollar return will be worth the time and effort expended by members.
5. Don't forge the FUN in fundraiser.

### **The LWVMN Education Fund: Why and How to Use It.**

Tax deductible dollars to the Education Fund are generally easier to raise than regular contributions to your League. Those dollars will enable your League to do any Voter Service or Citizen Information project in your community.

To qualify to use Ed Fund money your project must be:

- Objective and factual, not involved in League positions;
- Educational;
- Designed to serve the public;
- Approved by the LWVMNEF prior to starting the project.

#### Examples of Education Fund Projects

- Know your Community/Local Government and Community Services booklet
- Local Citizens in Action publication
- Local Election Hotline/Voters' Guide/candidates' meetings
- Bulletin reimbursement for percentage devoted to education
- Placemats for restaurants, posters, yard signs to get out the vote
- Town meetings/public meetings.

#### LWVMNEF Sharing Policy with Local Leagues

25% of individual gifts of \$50 and above are deposited in the local League education fund account when donors ask that they be shared with the local League. 10% of unrestricted corporate and foundation gifts are deposited in the education fund of local Leagues where the corporation or foundation is located.

#### How to Use the Education Fund

1. The revised booklet, "How to Use Your LWVMN Education Fund: A guide for Local Leagues" has been sent to all LL presidents. It comes with application forms.
2. You can continue to use the LWVUS Education Fund as well as the LWVMN one.
3. Call or write Jean Tews, Development Director in the state office for help, advice or consultation.

#### LWVMNEF Fundraising: Local League Participation

**Annual Appeal** - Each fall a fund drive is held to raise approximately \$40,000. A letter is sent to members and non-members asking for a contribution. A phonathon is held as a follow-up to the letter. Local Leagues are invited to participate and share the funds that are raised as a result of their efforts. Watch for notices regarding sign-up on September.

**Benefit** - Each spring a benefit is held for purposes of fellowship and fundraising. Watch for announcements in late fall/early winter.

**Planned Giving** - Endowment funds for both LWVMN and LWVMNEF have been established as well as a planned giving program to provide long term financial support. Potential donors need to be made aware that they have options for giving to various levels of League.

**The Legacy Circle** - The Legacy Circle has been established as a recognition society for all those who have made the state League a beneficiary in their wills or made arrangements for a planned gift or made an outright gift of at least \$1,000 to the Endowment Funds. Persons who provide notification of the above in 1994 are recognized as charter members of the Legacy Circle. A Legacy Circle luncheon will be held every year to recognize members of the Legacy Circle.



# Involve Your Board In Fund Development

All too often board members back away from the very mention of "fund-raising" because they fear it means having to ask people for money. They (and we) need to be taught early on that "fund development" encompasses much more than simply asking people for money.

If we can expand board members' perceptions beyond asking for money, to talk about fund raising in broader terms, it begins to demystify the process.

An important first step in that process requires us to "engage" our board. It requires asking what they like to do and letting them do it. What are their skills, their interests and their anxieties? What are their motivations. What makes them feel good?

We need to remember, it's not only what we're selling (as an organization), it's what they're buying.

One important way of teaching board members that fund development is more than simply asking for gifts, is to have them complete a Fund Development Involvement form which lists several ways in which individuals can become involved with fund-raising related tasks. You should have new board members complete the form when they join your board and ask existing members to complete the form annually. This helps them focus their fund development time and helps you know where to go for targeted assistance.

Getting board members to overcome their anxiety of fund development will not only involve them in other tasks, but will in time, also move them closer and closer to the very act that they feared the most — asking people for money.

Source: Simone P. Joyaux, CFRE, Joyaux Associates, 10 Johnson Road, Foster, RI 02825. Phone (401) 397-2534.

Note: The form accompanying this article is a compilation of information Ms. Joyaux has garnered from many sources.

## Will you get involved in our fund development?

Volunteer Name _____	Like/ Will Do	Hate. But...	Don't Know. Try me!	I'll find others and recruit them to help.
<b>Constituency Development</b>				
Brainstorm to bring in names.	—	—	—	—
Bring in list of personal contacts.	—	—	—	—
Brainstorm ways to involve my contacts.	—	—	—	—
Help cultivate these relationships.	—	—	—	—
Write letters to my personal contacts.	—	—	—	—
Call my personal contacts.	—	—	—	—
Call donors and thank them personally.	—	—	—	—
Call donors and ask them questions.	—	—	—	—
Write surveys.	—	—	—	—
Do research.	—	—	—	—
<b>Face-to-Face Solicitation</b>				
Organize campaigns.*	—	—	—	—
Recruit volunteer solicitors.	—	—	—	—
Do team solicitation with someone else.	—	—	—	—
Brainstorm names for prospects.	—	—	—	—
Bring in my own list of personal contacts.	—	—	—	—
Solicit my own contacts.	—	—	—	—
Let others talk to my contacts.	—	—	—	—
Help determine gift amount to ask for.	—	—	—	—
Go to groups and make presentations.	—	—	—	—
Solicit people I don't know yet.	—	—	—	—
<b>Phonathon</b>				
Organize phonathon campaigns.**	—	—	—	—
Write solicitation script.	—	—	—	—
Brainstorm prospect names.	—	—	—	—
Bring in my own list of contacts.	—	—	—	—
Call my own contacts.	—	—	—	—
Call other prospects.	—	—	—	—
Process pledges at phonathon.	—	—	—	—
<b>Special Events</b>				
Plan.	—	—	—	—
Brainstorm guest names.	—	—	—	—
Invite my own contacts.	—	—	—	—
Sell tickets to my own contacts.	—	—	—	—
Work at the event.	—	—	—	—
Serve as host and mingle at event.	—	—	—	—
<b>Direct Mail</b>				
Organize direct mail campaigns.***	—	—	—	—
Write letters.	—	—	—	—
Brainstorm prospect names.	—	—	—	—
Bring in my own list of contacts.	—	—	—	—
Sign letters to your own contacts.	—	—	—	—
Have others write to my contacts.	—	—	—	—

\* Script writing, research, role playing, setting up the kick-off, research.

\*\* Get names on computer, research phone numbers, prepare materials and pledge forms, recruit volunteers, help with training, set up site, write letters.

\*\*\* Get names on the computer, address envelopes, type, process a mailing, write letters, do research.

**HOW TO USE YOUR  
LEAGUE OF WOMEN VOTERS OF MINNESOTA  
EDUCATION FUND:**

**A GUIDE FOR LOCAL LEAGUES**

Revised June, 1994

League of Women Voters of Minnesota Education Fund

550 Rice Street, Suite 201

St. Paul, MN 55103

612/224-5445

## HOW TO USE YOUR LEAGUE OF WOMEN VOTERS OF MINNESOTA EDUCATION FUND

### INTRODUCTION

Contributions and dues paid to the League of Women Voters at any level are not tax deductible. Contributions by donors and members to the League of Women Voters of Minnesota Education Fund (LWVMNEF) are tax deductible. LWVMNEF is a 501(c)(3) organization under the Internal Revenue Code. LWVMNEF monies may only be used to provide objective information and education to the public about citizenship and issues of concern to citizens.

The Board of Directors of the League of Women Voters of Minnesota Education Fund solicits tax deductible contributions to carry out statewide educational projects. Local Leagues may solicit tax deductible contributions to their local League accounts in the LWVMNEF to carry out local educational projects. Each local League account is kept separate and is never comingled with the state League account.

### LWVMNEF SHARING POLICY WITH LOCAL LEAGUES

Your local League will receive 10% of an "unrestricted" contribution raised by the state League for the LWVMNEF from a corporation or foundation in your community or the equivalent of what it received before, whichever is greater. The 10% will be deposited to your local League account in the LWVMNEF.

For the LWVMNEF Annual Appeal, your local League will receive 25% of an "unrestricted" contribution of \$50 or more raised by the state League for the LWVMNEF from an individual if so requested.

### HOW TO OPEN AND MAKE DEPOSITS IN YOUR LEAGUE ACCOUNT

Send a donor's check made payable to the LWVMNEF directly to the state office:

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

Enclose a deposit slip, Form A-1, for proper credit to your League's account. The check may be from your League, a corporation, a foundation, a member or an individual. The check may be for any amount. There is no minimum deposit required. However, interest on local League and state League accounts is kept by LWVMNEF to go towards administrative costs incurred by the Fund.

A check made out to LWVMNEF must never be deposited in your local League account in your community, but must be sent directly to your LWVMNEF account. If a check from a donor is incorrectly made out to your local League, your Treasurer must endorse the check over to LWVMNEF.

You will receive a notice of your League's account balance after every deposit or withdrawal. If there is ever a discrepancy with your Treasurer's balance, call the League office to straighten it out.



## HOW TO SOLICIT MONEY FOR YOUR LEAGUE ACCOUNT

Members: Your League can solicit contributions from its members to the LWVMNEF. These contributions cannot be a portion of membership dues, but must be a gift in addition to dues. A separate check must be made payable to LWVMNEF.

Finance Campaign: You can solicit money to the LWVMNEF during your Finance Campaign. You can offer the option of giving to the LWVMNEF to those donors who you think may be especially interested in a tax deduction for their donation, or to those who do not want their gift to be used for League lobbying activities. These gifts can be used for any LWVMNEF approved project and are called "unrestricted."

Project: You can solicit money to be used only for a LWVMNEF approved project. This is called "restricted" money because it can only be used for that project. If the project is cancelled, or the money is not all used on that project, it must be returned to the donor(s); with the donor's permission, the money may be kept in your local League account for another LWVMNEF approved project. Many corporations and foundations particularly like to give to a specific project and be given credit on the publication or meeting program for their role in informing the public.

The federal tax law requires you to carefully state when contributions or gifts are not deductible as charitable contributions. Therefore, solicitations of funds OTHER THAN to LWVMNEF should contain specific wording. The wording to use for solicitations to individuals should be slightly different from that for solicitations to businesses, since a business may choose to deduct a contribution as an ordinary and necessary business expense. For example, some businesses may consider a contribution to their local League the ordinary and necessary business expense of public relations.

Sample wording for solicitations directed to businesses might be:  
"Contributions to the LWV of \_\_\_\_\_ are not deductible as charitable contributions for tax purposes but may be deductible as an ordinary and necessary business expense." However, recognizing that some businesses (and foundations) will wish to make tax-deductible contributions, a following sentence might read: "However, tax-deductible contributions for the educational work of the LWV of \_\_\_\_\_ may be made payable to the League of Women Voters of Minnesota Education Fund (LWVMNEF)."

Sample wording for solicitations directed to individuals might be:  
Contributions to the LWV of \_\_\_\_\_ (or dues for membership in the LWV of \_\_\_\_\_) are not deductible as charitable contributions for tax purposes.

## HOW TO DO A PROJECT THROUGH THE LWVMNEF

Approval: Before you begin any project, you must get the approval of the LWVMNEF. The project must be reviewed and approved by LWVMNEF to insure that it meets Internal Revenue Service 501(c)(3) requirements. **THAT APPROVAL CANNOT BE MADE RETROACTIVE.** The criteria for approval are as follows:

1. Project must be educational in nature, designed to serve the general public (not exclusively League members).
  - a. the project must provide objective information and education through study and research to the public about citizenship, the meaning of citizen responsibility, place of citizen leadership, and the necessity for citizen decisions.

- b. the project must provide instruction and training to members of the public for the purpose of improving and developing their capabilities as citizens of the United States and to help them take a more responsible role in the community, city, state, national and international affairs. Such information and education may be provided through publications, conferences, courses, forums, panels or other procedures and may not be directed toward support of or opposition to any specific legislation or political program or candidates.
2. Project should provide factual, objective information and analysis, and not take sides on a controversial issue.
3. There must be no mention or advocacy of LWV positions or actions.
4. Project must not be for membership recruitment or retention.
5. Project must be approved before tax-deductible money is solicited for its funding (or before any previously raised money is spent).
6. Project must be approved by the local League Board of Directors before submission of the project to the LWVMNEF Board of Directors.

LWVMNEF Board approval is not a value judgment of a project but an assessment as to whether the project meets 501(c)(3) IRS requirements.

Fill out Form A-2, "Local LWV Application for Approval to do a Project" and mail it to the state office at least three weeks before you plan to begin the project. When doing the Project Budget, remember it is a guide to the costs and income of the project. Final costs may be higher or lower than anticipated in the Project Budget. It is always a good idea to get bids for commercial printing, and to make estimates of all costs as accurately as possible.

After you receive LWVMNEF approval, you may begin to raise money for the project.

Raising Money: You cannot raise money specifically for the project ("restricted" funds) before LWVMNEF approval; but you may raise "unrestricted" funds at any time. You can apply "unrestricted" funds to the project after it is approved. On any approved project, you may use all "restricted," all "unrestricted" or a combination of both types of funds.

Doing the Project: As you carry out the project remember to include a credit line acknowledging the participation of LWVMNEF where appropriate. You may also acknowledge donors to the project. Such credit might read, "Prepared by the League of Women Voters of Moorhead Area. Published by the League of Women Voters of Minnesota Education Fund with contributions from..." You send thank you letters to donors.

If your project is to include voter service or citizen information materials in your local League bulletin, use Form A-2. Check the "publication" box. Under Details of Project include:

1. the % of bulletin space you plan to devote to voter service or citizen information;
2. the number of issues of the bulletin to contain such information (will you do it just once or monthly?);
3. description of contents (note Criteria on page 2).



Under Project Budget give the estimated cost as a proportion of your total bulletin costs.

A project must be completed within one year, or, if continuing, must be resubmitted for approval annually.

### HOW TO GET YOUR \$ BACK

You pay all bills and keep all financial records for the project. Do not send invoices to LWVMNEF. Funds to pay project expenses may be drawn from your local League account by completing Form A-3, "Final Report of Local LWV Project (How to Get Your \$ Back)" at the completion of the project. If you do a publication, with your project, send two copies of the publication to LWVMNEF.

Funds can be withdrawn before completion of the project by submitting Form A-3 periodically during the project. Simply note on the form that the project is on-going and delete "Final" from the title.

If more funds are withdrawn than are spent on the project or a profit is made, the balance must be returned to your local League LWVMNEF account for use on another project.

In the case that a local League is disbanded, the balance of that League's Ed Fund account will revert to the LWVMNEF account.

### Project Checklist

1. Send in Form A-2, "Local League Application for Approval to do a Project" at least three weeks in advance of starting date of the project.
2. LWVMNEF Board approves project if it meets criteria and notifies you.
3. Upon notification of approval, raise "restricted" money and begin project.
4. Acknowledge LWVMNEF where appropriate.
5. Send in Form A-3, "Final Report of Local League Project (How to Get Your \$ Back)" with two copies of publication when project is completed.
6. Pay bills keeping all financial records.
7. Send any profits back to your local League account for this or another of your projects through the LWVMNEF.

### HOW TO BUY PUBLICATIONS WITH LWVMNEF MONEY

LWVMNEF Publications: Publications published by LWVMNEF may be purchased with money in your local League account. Fill out Form A-4, all three sections, in order to request the purchase, order the publications and receive a cash advance. You will receive a check from your LWVMNEF account (cash advance) in order to pay the invoice received with the publications. You then send a check from your treasurer to LWVMNEF. This exchange of funds is necessary on the advice of our accountant; a bookkeeping transfer from one account to the other is not satisfactory.

Publications of Other Organizations: Publications published by another organization, including other levels of League, must meet the same IRS criteria as for projects (see p. 2). PRIOR APPROVAL OF LWVMNEF IS NECESSARY BEFORE PURCHASE. Fill out Form A-2, "Local LWV Application for Approval to do a Project," and send it to LWVMNEF with a sample copy of the publication (if possible) and a distribution plan at least three weeks prior to purchase.

## APPENDIX A

- Form A-1     Deposit Slips
- Form A-2     Local LWV Application for Approval to Do a Project
- Form A-3     Final Report of Local League Project (How to Get Your \$ Back)
- Form A-4     Project Request to Purchase LWVMNEF Publications

YOU MAY COPY ALL FORMS AS NEEDED

Date \_\_\_\_\_

**DEPOSIT SLIP-Local League Account**

Form A-1 April 1990

**To:**

League of Women Voters of Minnesota  
Education Fund  
550 Rice Street  
Saint Paul, MN 55103  
(612) 224-5445

**From:**

Name \_\_\_\_\_

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

Address \_\_\_\_\_

Phone \_\_\_\_\_

Checks (list individually)

Checks (list individually)	Dollars	Cents
Total		

Date \_\_\_\_\_

**DEPOSIT SLIP-Local League Account**

Form A-1 April 1990

**To:**

League of Women Voters of Minnesota  
Education Fund  
550 Rice Street  
Saint Paul, MN 55103  
(612) 224-5445

**From:**

Name \_\_\_\_\_

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

Address \_\_\_\_\_

Phone \_\_\_\_\_

Checks (list individually)

Checks (list individually)	Dollars	Cents
Total		

## CRITERIA FOR EDUCATION FUND PROJECT APPROVAL

### Checklist for Local Leagues

- \_\_\_1. Project must be educational in nature, designed to serve the general public (not exclusively League members):

a. the project must provide objective information and education through study and research to the public about citizenship, the meaning of citizen responsibility, place of citizen leadership, and the necessity for citizen decisions.

b. the project must provide instruction and training to members of the public for the purpose of improving and developing their capabilities as citizens of the United States and to help them take a more responsible role in the community, city, state, national, and international affairs.

Such information and education may be provided through publications, conferences, courses, forums, panels or other procedures and may not be directed toward support of or opposition to any specific legislation or political program or candidates.

- \_\_\_2. Project should provide factual, objective information and analysis, and not take sides on a controversial issue.
- \_\_\_3. There must be no mention or advocacy of LWV positions or actions.
- \_\_\_4. Project must not be for membership recruitment or retention.
- \_\_\_5. Project must be approved before tax-deductible money is solicited for its funding (or before any previously raised money is spent).
- \_\_\_6. Project must be approved by the local League Board of Directors before submission of the project to the LWVMNEF Board of Directors.

Please submit Local League Education Fund Projects to LWVMNEF three weeks prior to the start of the project.

## Local League Application for Approval to do a Project\*

TO: LWVMNEF  
550 Rice Street, St. Paul, MN 55103

Date \_\_\_\_\_

FROM: \_\_\_\_\_  
Name of person submitting proposal

Phone \_\_\_\_\_

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

Address \_\_\_\_\_  
\_\_\_\_\_

Who is responsible for the project? \_\_\_\_\_

Portfolio \_\_\_\_\_

Title and Date of the Project: \_\_\_\_\_

\*Please note: this application must be submitted **at least three weeks** before the project is begun.

## Type of Project:

- \_\_\_\_ Conference Attendance  
\_\_\_\_ Publication  
\_\_\_\_ Meeting to Educate the Public on an Issue  
\_\_\_\_ Candidate Forum  
\_\_\_\_ Voter Reimbursement  
\_\_\_\_ Other (please specify: \_\_\_\_\_)

**Note:** **Publication** applications should include contents, authors, timetable and distribution. **Meeting** applications should include the planning committee, participants, program and materials. For applications to distribute publications other than LWVMNEF, include a sample copy and the distribution plan. For **Voter reimbursement**, calculate the percentage of column inches devoted to citizen education and voter service.

**Purpose of the Project:** (Why are you doing this project? What is the need in the community?)**Details of the Project** (please be specific):

Who is the project designed to serve? Who will benefit from the project?

**Project Budget:** (Basic Outline)Income

\$ \_\_\_\_\_ in your Ed Fund account

\$ \_\_\_\_\_ to be raised

Expenses

\$ \_\_\_\_\_ Total

**Date of Local League Board Approval:** \_\_\_\_\_



**Financial Report for Education Fund Grant**  
(How to Get your Money Back)

TO: LWVMNEF  
550 Rice Street  
St. Paul, MN 55103

From: LWV of \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_

Date: \_\_\_\_\_

The following is a final report of the grant made for expenses incurred in connection with:

\_\_\_\_\_  
(Title of Project from Form A-2)

**LWVMN Education Fund Grant**

\$ \_\_\_\_\_

**Income**

Grant from Ed Fund \$ \_\_\_\_\_

Income from other  
sources (if any) \$ \_\_\_\_\_

**Total Income for  
Project** \$ \_\_\_\_\_

**Expenses**

Facility \$ \_\_\_\_\_

Speakers \$ \_\_\_\_\_

Printing \$ \_\_\_\_\_

Distribution \$ \_\_\_\_\_

Promotion \$ \_\_\_\_\_

Volunteers \$ \_\_\_\_\_

Office and Overhead \$ \_\_\_\_\_

Other ( \_\_\_\_\_ ) \$ \_\_\_\_\_

**Total Expense for  
Project** \$ \_\_\_\_\_

Please send this report and two copies of any material published in connection with this project to LWVMNEF.

**Project Request to Purchase LWVMNEF Publications**

To: LWVMNEF  
550 Rice Street  
St. Paul, MN 55103

From: LWV of \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_

Title of Publication to be Purchased: \_\_\_\_\_

Distribution Plan: \_\_\_\_\_

**LWVMNEF Publication Order Form**

All publications are mailed 3rd class unless otherwise specified:

\_\_\_\_\_ Will Pick Up at the Office \_\_\_\_\_ Mail First Class \_\_\_\_\_ Other ( \_\_\_\_\_ )

The office will determine the mailing charge and add a 50¢ handling fee.

QUANTITY	LWVMNEF PUB #	TITLE	UNIT PRICE	TOTAL PRICE
Publication(s) cost				
Postage and Handling (to be added by office)				
TOTAL (to be billed to local League)				

Publication(s) cost				
Postage and Handling (to be added by office)				
TOTAL (to be billed to local League)				

**Request for Cash Advance from Local League Education Fund Account**

Note: Local League must have money in LWVMNEF account before requesting advance.

LWV of \_\_\_\_\_ Name \_\_\_\_\_ Date \_\_\_\_\_

Requests a cash advance of \$ \_\_\_\_\_, plus postage and handling charge, if any, for the purchase of LWVMNEF publication ordered above.

(For LWVMNEF office only)

Approved on \_\_\_\_\_ by \_\_\_\_\_ Cash (\$ \_\_\_\_\_) advanced on \_\_\_\_\_ by \_\_\_\_\_  
(date) (amount) (date)

Publication sent \_\_\_\_\_ by \_\_\_\_\_ Billed by Invoice # \_\_\_\_\_ on \_\_\_\_\_ by \_\_\_\_\_  
(date) (date)

Local League account reduced by \$ \_\_\_\_\_; Balance in Local League Account \$ \_\_\_\_\_



# THE LEAGUE OF WOMEN VOTERS

MINNESOTA

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

## MEMO

TO: Local Leagues  
FROM: Bonnie Kallestad, LWVMN Treasurer  
DATE: May 20, 1995  
RE: Partial Payment of PMP with Tax-Deductible Money

Beginning April 1st, 1993, each local League will have the OPTION to raise part of its per member payment (PMP) in the form of tax-deductible contributions to the LWVMN Education Fund, a 501(c)(3) organization.

Local leagues have been able to pay LWVUS PMP's using tax-deductible funds since 1978. The LWVMN policy allows a similar arrangement and follows the LWVUS guidelines.

Q. How much of our PMP may be paid with tax-deductible money?

A. Up to 25%.

Q. Can our local League use funds that are now in our LL Ed Fund account to pay PMP?

A. No. Because of legal considerations, funds raised for specific education projects and deposited in your Ed Fund account cannot be used to pay your PMP obligation.

Q. What Ed funds can be used to pay PMP?

A. Newly raised funds may be used. Your LWV must explain to donors that their contribution will be used for 'general unrestricted purposes, including payment of PMP.' Since previous donors would not have been advised of this, their contributions may not be used to pay PMP's.

Q. How will the LWVMN Ed Fund keep track of funds for educational projects and funds that may be used to pay PMP?

A. LWVMNEF will establish a separate account for each LL that requests to use a tax-deductible contribution to pay PMP.

In order for a local League to deposit funds in their PMP account, LWVMNEF must have a copy of the local League's fundraising letter stating part of the contribution will be used for per member payment.

In order to request PMP funds from a local League's Ed Fund PMP account the funds must be in that account already.

(Over)

Q. Does our LL treasurer need to keep a separate account?

A. Yes. A separate account must be kept. The treasurer must also keep a record of the donor, date of check, the amount received, and the transmittal date to the state office.

Q. What are the steps for making partial payment of PMP with tax-deductible money?

- A.
1. Ask your donors to make their checks payable to LWVMNEF. Explain that their contribution will be used for general unrestricted purposes, including payment of PMP. Before LL can deposit check, LLs must send state office a copy of their letter of solicitation which explains the contribution will be used also for PMP.
  2. Send donors' unrestricted contributions along with the fundraising letter to the LWVMNEF. Your LWV thus acts as a transmittal agent.
  3. Send a statement with the check(s) clearly indicating that payment of PMP is intended.

If a donor mistakenly writes a check to your LWV rather than to the LWVMNEF, be sure not to deposit the check into your bank account. Ask the donor either to reissue the check to the LWVMNEF or to provide you with a written statement authorizing its deposit into the LWVMNEF account. If you mistakenly deposit such a check into your LWV's bank account, you may write a check to the LWVMNEF for the sum of the contribution, but it must be accompanied by a written statement from the donor that the funds should be transferred to the LWVMNEF.

Q. What if we have additional questions?

A. Please contact me at (517) 263-4316.

## Membership Ideas

1. List your League in the Phone Book.
2. List your League with the Chamber of Commerce.
3. List the names of your League's contact person(s) in any correspondence, PSA, article or brochure to let potential members know who to call.
4. Be sure to put your **League's membership coupon** in all written articles and brochures.
5. Always carry with you and distribute League membership information. Sign new members on the spot whenever possible. Take check and give to the Treasurer.
6. **Assign board members to follow up by phone** with every person your League comes in contact with who isn't yet a League member.
7. **Assign board members** and other League volunteers to **call every member** who paid her or his dues by their due date to remind them.
8. Remind your members **to invite** friends to League meetings and programs, and then be sure to **ask the guests to join**. Sign them up as new members on the spot whenever possible.
9. Develop a brief but informative description of what your League does. This is a good companion piece to go with our generic membership brochure.
10. Ask all interested guests, friends and even the public (where possible) to join. They won't know you want them as a member unless you ask.
11. Be responsible for **name tags** at every League event. You may know each other, but a new member or guest needs them for quite a few times.
12. Stay in touch with members. Make sure their **community accomplishments are acknowledged**.
13. **Announce new members at board meetings, give them jobs, get them buddies.**
14. Develop and update a file of prospective members.
15. Assign volunteers to work membership recruitment tables at school fairs and town functions. Make certain League literature is available. Sign up new members on the spot.
16. Help keep your roster up-to-date. Send national new memberships and list changes whenever they occur. Don't let them pile up!

These are just a few tried and true ideas on how to recruit and retain members in your League. If you would like to speak to someone in Member Services at the national office about ideas for recruiting or retaining members please call **Ann Profozich or Kristen Pedisich** at (202) 429-1965.



## **HOW TO** **WRITE AND DELIVER A SUCCESSFUL** **SPEECH**

1. Find out in advance who your audience will be (what kind of group you will be addressing, number of expected to attend, what the group may want you to talk about, will they want to ask questions after your speech). Know what the occasion of the meeting will be.
2. Never speak longer than 15 to 20 minutes, if possible. audiences used to the fast pace of TV programming tend to have very short attention spans.
3. Wear comfortable, businesslike clothes. Solid colors are good, especially if local television stations cover your speech; loud, clashing colors and prints "jump around" on TV. Avoid large, clanking jewelry; podium microphones pick up the "jingling" sounds. Bring copies (10) of your speech for your host and for media.
4. Decide what message you wish to convey in your speech. Write it in a brief sentence. Decide the key arguments of your message. Include short anecdotes, one or two short paragraphs long, to illustrate your points.
5. If you think your audience will be likely to disagree with your point of view, list the potential significant objections and write a strong, two-sentence rebuttal to each one. Then turn the rebuttal around and make it into a positive, factual statement.
6. Make sure your "message sentence" is at the top of the speech, and use the entire second paragraph of your speech to expand your sentence (keep it short). If your speech is covered by the media, you must have your most important points at the very beginning of the speech. Most media have to leave early to catch deadlines and other events.
7. Your last paragraph should be a strong finish. Never say "In conclusion" or "To sum up" or anything predictable. It can be appropriate to pause and say "THank you" at the conclusion of the speech.
8. Read your speech aloud and time it for length. Make sure it has plenty of short sentences and active verbs, and that you can read it easily without stumbling or running out of breath.
9. Decide if you will read from note cards or from paper at a podium. Leave lots of white space in your final copy; don't cram the pages from top to bottom. Double space your lines for easier reading. Practice reading your speech aloud. Pitching your voice lower and enunciating makes for better projection.
10. Save your speech for future use. If you have the chance to use it or part of it for a completely different audience, you will save a lot of time. Rework the speech for a new audience. Even politicians particularize their stump speeches for each event.
11. Now that you have researched, written and given a great speech, use it for other purposes. You could publish it in your League bulletin or shorten it and submit it as an op-ed to your local newspaper.

**HOW TO**  
**WRITE AN EFFECTIVE**  
**PRESS RELEASE**

1. Make certain that the press release includes WHO, WHAT, WHEN, WHERE, WHY, and sometimes HOW in the first paragraph. Make the verbs active and the subject concrete. cover the most important facts first and follow with details.
2. Give your press release a catchy title, e.g. "VOTING RIGHTS BILL VETOES ON NATION'S BIRTHDAY." Write the heading as if it were the headline you'd like to read in the paper. Write a leAd sentence that makes it tough to stop reading.
3. Be sure to include a contact name and telephone number on the top right hand corner of the page. List a number that will be answered by a live person -- even if that includes both home and work numbers.
4. Don't forget to include the date of your release on the upper left hand corner of your release. Write: "FOR IMMEDIATE RELEASE: May 11, 1995."
5. Don't forget to include a good quote from your League president or spokesperson. Be sure to include this person's exact title with the full name of your League. Sentences in quotes should be short and to the point, e.g. "This is a victory for democracy ... citizens are the big winners today."
6. Proof everything at least twice. If your press release looks disorganized and is badly written, the League's image will suffer.
7. Try to limit your press release to ONE PAGE. Reporters hate getting long faxes. If you need to include more information and facts, send your release by mail.
8. At the bottom of the first page write "more" if necessary, otherwise write "end" or use the symbol "# # #" or "30".
9. If you expect congressional action on a League issue or know of an upcoming event that you will want to respond to, write a press release in advance. This will allow you to respond immediately to an event and get more coverage.
10. If a major event warrants an immediate and more lengthy response from your League, write a one page statement from your League president. Use the title: "Statement by (League president), President of the LWV of (state/county).
11. Never editorialize in press releases. Do not write, for example, that a speaker is fascinating. Let the reporter decide whether this was or was not the case. Keep your opinions and judgments within the quotes.
12. After sending your release, make follow-up calls to specific reporters. Make sure they received your release.

## **HOW TO** **PREPARE FOR AND GIVE GREAT** **TV AND RADIO INTERVIEWS**

1. Never go to a media interview without reading the morning's newspapers. You should be very well-informed.
2. Be sure to watch the TV program and host that will be interviewing you before you appear on the program. Get to know the style and format of the show. Do the same for radio shows.
3. Focus on no more than two or three major points to make during the interview. For each point be sure to have two or three good facts to back it up. Don't let the reporter's questions get you off track. Keep coming back to your major points. Don't forget the reason you are there. Be prepared for the "difficult questions." See attached list.
4. Listen carefully to the reporter's questions. Always answer by coming back to the main points you want to make. Never answer with a simple yes or no. Never say "no comment." It makes you sound guilty. The easier you make it on the reporter, the more likely she/he is to have you back.
5. Don't use technical jargon. Be friendly. Avoid long sentences. Remember, you want to be quoted!!
6. Never get upset or lose your temper with a reporter. You want the media on your side. Maintain a sense of humor. If the reporter is antagonistic, use your charm. Keep cool.
7. You represent the League. Don't give personal opinions that might compromise the organization. Never go "off the record." And never make partisan statements -- even if prodded -- or your quote could end up as a headline in tomorrow's paper.
8. You have a serious message to deliver. Don't dress too flashy. Stripes, checks and white are no good on TV. Don't wear dangling jewelry. Don't fiddle on camera. Assume microphones are on at all times. Assume you are on camera until they tell you you aren't!
9. Maintain good eye contact with reporters. Ignore the camera. Speak clearly and distinctly in a normal conversational tone.
10. Remember, you know more about the League than the reporter. You've got the upper hand!! If the reporter wants facts and figures you don't have -- tell her you'll get back to her with the information and go back to making your important points. If you are not sure about a fact or figure, DON'T USE IT! You want the media to rely on you as a reliable source of nonpartisan facts.
11. If possible, try to obtain a tape of your performance. Review it. Get a friend to critique it. Correct your mistakes in the next interview.

**For Events** Get on AP/UP's day books - send to editor one week ahead - call to follow up.



**HOW TO**  
**SET UP AND BE PREPARED FOR**  
**EDITORIAL BOARD MEETINGS**

1. The purpose of editorial board meetings is to establish a good relationship with your local/state newspapers. They might not agree with all your positions, but they should know who you are and respect your work.
2. Another important goal of editorial board meetings is to encourage the newspaper to write an editorial in support of a League issue or campaign. The editorial board could also decide to publish a Q&A based on their discussion with you at the meeting.
3. Call the senior editorial writer at your state/local newspaper a week to 10 days in advance. Tell her/him that you would like to come in to talk with the editorial board to discuss the League's issue priorities/project/campaign. Time the meeting around your project or key legislative action in Congress.
4. If the editor is not so keen on the idea, suggest that you send her/him a press packet on the issues/event that you would like to discuss and make a follow-up call. Get editorial writer's direct phone number, fax number and mailing address. If the paper is small, suggest a meeting with the paper's publisher or editor, or an informal get-together over coffee or lunch.
5. Find out what positions the newspaper's editorial board has taken on League issues. Get copies of those editorials from the newspaper's librarian. Read them carefully before meeting.
6. Before you attend the meeting, arm yourself with useful facts and figures. Be prepared to get the usual "difficult questions" on the League (see insert). Don't be intimidated. They want to hear what you have to say. Have an agenda.
7. Limit the number of people you bring to the editorial board meeting to two or three. Reconfirm the meeting one day before. Send your local or state League president with your League's project manager/issue expert. Be sure to leave your business cards, with contact phone numbers.
8. Write up an agenda for your meeting. List the points or issues you would like to cover. Distribute the agenda and fact sheets on the League's campaign or issues at the beginning of the meeting. Explain why you are there and why your issue or campaign is important. Invite questions from editorial board members during your presentation.
9. Make a follow-up call after the meeting to find out if they plan an editorial. Be sure to get a copy if they do. If they write a negative editorial, ask for space to place an opinion editorial or op-ed, stating your position.

## A CANDIDATE MEETING CHECKLIST

Once you have made the decision to sponsor a candidates meeting give yourselves as much time as possible for planning. A good place to start can be with the determination of the date that candidate filing closes and the date of the election. Criteria for candidate participation should be in place before the filing deadline and your event should be held at least one week before the election. If you will be co-sponsoring the event with other Leagues or organizations, you will probably need to begin planning earlier. If you plan to use Education Fund money, remember to apply well before you begin the project.

- \_\_\_ 1. Determine what election(s) to cover.
- \_\_\_ 2. Appoint a coordinator. One person who will keep track of what has been done and serve as the contact person for the candidates.
- \_\_\_ 3. Review your League's nonpartisan policy.
- \_\_\_ 4. Develop criteria for candidate participation before filing closes. Have the board formally adopt them.
- \_\_\_ 5. Select a preliminary format based on the kind of election and number of candidates.
- \_\_\_ 6. Develop ground rules by which the forum will be run.
- \_\_\_ 7. Investigate possible dates for the forum. Check for conflicts with school, church, political or athletic events. Select a date. (Having an alternate date, if possible, can be useful if one or more candidates cannot attend on your first choice.)
- \_\_\_ 8. Investigate sites. Check for appropriate size, wheelchair accessibility, location and parking. Ask if the building has liability insurance to cover such events.
- \_\_\_ 9. Announce your League's intent to hold a candidates event to all candidates for that office. Include statement of purpose, criteria, date, time, place and the name of your contact person. (See page 10b.)



- \_\_\_\_ 10. Mail invitations to candidates who meet your criteria as soon as possible after filing closes. Invitations need to give both the method and deadline for response. Include ground rules, format, a consent form if your event will be broadcast, your policy on empty chair debates for this event and the name and number of the contact person. (If you will be inviting all the candidates to appear, steps 9 and 10 may be combined.)
- \_\_\_\_ 11. Find a moderator
- \_\_\_\_ 12. Arrange for broadcasting if that is your intent. Review FCC guidelines.
- \_\_\_\_ 13. Invite any panelists as soon as you know the date and format.
- \_\_\_\_ 14. Develop and implement a publicity plan. Publicity needs to include information about the provision of an American Sign Language/English interpreter upon request in accordance with the Federal Disabilities Act. (See page 10a.)
- \_\_\_\_ 15. Determine how you will develop questions for the forum and write some extra ones just in case you run out! A useful forum depends on good questions designed to elicit thoughtful responses not political rhetoric.
- \_\_\_\_ 16. Refine the format and prepare a script for timers, broadcaster, moderator and any panelists.
- \_\_\_\_ 17. Prepare a program for the audience.
- \_\_\_\_ 18. Recruit timers, ushers to gather questions from the audience if needed, greeters for the candidates and someone to oversee the physical setup for the event. Prepare nametags or nameplates for participants.
- \_\_\_\_ 19. A week before the event check with the candidates, moderator, broadcaster and site to confirm all plans.
- \_\_\_\_ 20. On the day of the forum the coordinator, moderator and all other helpers should arrive early to cope with any glitches. Start and run on time.
- \_\_\_\_ 21. Send thank you notes as needed. Remember to thank yourselves for your own hard work on behalf of the voters!
- \_\_\_\_ 22. Evaluate the event and file all relevant material.

**W**e're shaping the future now.

*And you can help.*

Have you ever thought about getting more involved? Or wanted to share your opinions? Or wished you were better informed?

Then how about plugging into a group that helps you do all of that? A group that revolves around current issues... issues affecting you, your community, your state and your country... issues where you can make a difference. That group is the League of Women Voters.

You can become as involved as you'd like. Many members like belonging to a local League group in their own community and meeting for regular discussion of the issues. Others prefer "at large" membership and simply receive and read informative mailings that cover our state and national agenda.

Each member participates in the League as individual time permits. There is definitely a place for everyone and every lifestyle.

Even if you don't have the time now to be active in the League, your membership is important to our continued success.

Every member strengthens the League's voice!

*You  
can  
make a  
difference*



**THE LEAGUE OF WOMEN VOTERS**

## What Is The League Of Women Voters?

### A grassroots organization

- Concerned citizens working together to better understand and influence the issues that affect us, our families and our future.
- A political, but non-partisan, organization dedicated to researching complex questions from all viewpoints. The League does not support or oppose any political party or candidate.

### A credible organization

- Founded in 1919 as the successor organization to the suffrage movement.
- Highly respected and trusted by the community and by lawmakers at all levels of government.

## What Does The League Do?

### Addresses the issues

- Tackles critical and controversial matters, taking direction solely from our grassroots membership.
- Keeps you informed about a wide variety of local, state and national issues... everything from campaign integrity and environmental concerns to public education and affordable housing and childcare.
- Encourages citizen participation in the electoral process through voter registration.
- Organizes public forums and candidate debates to help everyone participate as an informed citizen.

*"For many years I have read LWV publications, since they always have the most thorough information and the best analysis. When the League began accepting men as members I promptly joined, and have been an active member ever since."*

James Manahan,  
member, LWV  
Mankato

*"It was my involvement in the League of Women Voters that gave me the background, confidence, motivation and courage to run for public office."*

Joan Anderson Growe  
Secretary of State,  
State of Minnesota

*"I find the League to be a stimulating and vitalizing organization. We delve into and deal with public issues which are sometimes quite controversial and which affect all of us."*

Dorothy M. Olds,  
member, LWV  
Grand Rapids

### Takes Action

- Reports results of careful research to members, policy makers and the public.
- Advocates sound, reasonable solutions to today's most pressing policy challenges.
- Lobbies for League positions established by study, discussions and consensus of members.

## Why Should I Join?

### Personal growth

- Establish long-lasting friendships with people who share your interests and concerns, people who have a wide range of perspectives.
- Learn what's really going on... get beneath the surface of the news.
- Develop your skills in leadership, management, lobbying... whatever challenge you choose.

### Community involvement

- Have a greater impact on governmental decisions that directly affect you.
- Promote participation in democracy by encouraging our fellow citizens to vote wisely, and giving them the necessary information to do so.

You can make a difference! Start by joining the League of Women Voters. Simply return the attached form or call the state office at 612-224-5445.

*"The League of Women Voters provides a marvelous forum for generating dialogue, many times tackling issues other groups will not."*

Joanell M. Dyrstad,  
Lt. Governor, MN

*"I'm too busy to research all the complexities of health-care reform, education finance, environmental issues, etc. myself. The League provides me with insight and background on issues, opportunities to evaluate candidates, and ways to have an influence. The League is one of the things I do for myself."*

Jean Rozinka,  
member, LWV  
Cottage Grove

*"For me, League means working together with energetic people who look at issues and are not afraid to ask, 'Why?' And, I've never met a Leaguer who didn't have a sense of humor, which is great for keeping a healthy perspective on life!"*

Priscilla Russell,  
member, LWV  
Rochester

## I'd like to make a difference by joining the League of Women Voters

Name \_\_\_\_\_

Address \_\_\_\_\_

Home Phone \_\_\_\_\_

Work Phone \_\_\_\_\_

### Check your choice:

\_\_\_\_\_ Regular Membership.

\_\_\_\_\_ Household Membership.

\_\_\_\_\_ Limited income/student.

\_\_\_\_\_ I'm not able to join at this time, but here is my tax deductible contribution to LWVMN Education Fund. \$ \_\_\_\_\_

\_\_\_\_\_ I would like to affiliate with a League in my area. I want to receive the local newsletter and program information, as well as the state and national publications.

### Please mail this form and your payment:

Check \_\_\_\_\_ Visa \_\_\_\_\_ MasterCard \_\_\_\_\_

Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

Name on Card \_\_\_\_\_

To:

- When you want to publish something or distribute materials to members or to the public.
- When you want to make a statement in the League's name.
- When you want to make any demand on the League's time, money or reputation.
- When you want to establish a policy or solve a problem.
- When you are not sure whether you should ask for a board decision.

## How Do You Report?

If lots of information is necessary for an informed board decision, consider sending out a summary with the agenda. Or bring it to the meeting.

Be aware of time! The president has to get through the agenda on time and hates to cut you off, but other board members have reports to make, too.

At the beginning of your report, state what you are going to do. (For example, "I'm going to ask the board's approval of a letter to the city council" or "I'm reporting on the committee's progress and some of the problems we have encountered.")

If you want a board decision, state clearly and briefly what has led up to your request. (For example, "The citizens' Master Plan Committee has issued a report and has asked other organizations to comment on it at the school board meeting next Wednesday. The report recommends that . . ." and so forth.) Tell why the League should act. Do we have a position? What is it? Do we need a policy? Do we have one already?

## Make a Recommendation!

You know more about the possible courses of action than anyone else, except possibly the president, who cannot give your report for you and cannot make any motions. MAKE A MOTION that your recommendation be adopted so the board will have something to discuss. More time is lost at board meetings doing committee work for chairs who are unprepared than for any other reason.

Offer pertinent information, if needed by the board, and be prepared to answer questions. Participate in the discussion.

Accept the board's decision gracefully. Usually they will follow your recommendations pretty closely but sometimes total board responsibility will dictate another course, which you must accept.

## League Tools You Need

The following basic League tools should be placed in a binder so they can be referred to easily and carried to board meetings.

- Portfolio job description
- Local League by-laws
- Local League budget
- Membership list
- List of your committee members
- List of local board members
- Non-partisan policy and board policies of your local League
- Local League calendar for the year
- *League Handbook* (LWVIL)
- A copy of *In League: Guidelines for League Boards* (LWVUS)
- Local, state and national program lists *Impact on Issues* (LWVUS), and *Where We Stand* (LWVIL)
- State and national publication catalogues

League of Women Voters of Illinois

with thanks to the LWV of Florida

Price \$.30 1987

LEAGUE  
of  
WOMEN  
VOTERS  
OF ILLINOIS

for the new . . .  
and not so new  
board members

Although it is an honor to be on a League board, there are no honorary positions! Each board member has a dual assignment. A board member is a director first and holds a portfolio or specific assignment second. This division of responsibilities means that the burden of running an effective League is lightened since everyone is expected to share equally in fundraising, new member recruitment, attending units and special meetings.

If you are a new board member, you may be uncertain about your responsibilities and wondering if you will ever know as much as others seem to know. Hang on—it will all clear up shortly. But to hasten the prospect, here are some suggestions to help you . . .



## Board Responsibilities

- Attend all board meetings, be on time and stay to the end. All board members take part in decision-making—you are needed!
- Participate in all policy decisions, developing understanding of all parts of League program, service, policy and purpose. In other words—total board responsibility. Come prepared for board meetings. Read your agenda material and other reports forwarded to you during the interim between board meetings. This will allow for more intelligent decision-making.
- Carry out your own portfolio assignment.
- Safeguard the League's reputation for non-partisanship.

## Portfolio Responsibilities

- Get the files and advice on procedure from the preceding chair. Training on a one-to-one basis between the outgoing and incoming chair is vital. While a new chair will want to try new methods and will have fresh ideas, it helps to know how things were done in the past, to be given some tips on getting the job done most effectively, and to know the rationale behind past board decisions that affect the portfolio.
- Study the relevant sections of *League Handbook* (LWVIL), and *In League: Guidelines for League Boards* (LWVUS).
- Attend a board training session and as many area, state, and national League meetings as possible (Council, Convention, Leadership Workshops, Regional Workshops, Legislative Seminar).
- Secure the name of the state director for your portfolio. (See the current LWVIL list.) Use director as needed.

- Develop a committee, both to assist you and to nurture participation and leadership. Stay in touch with your committee—USE ITS MEMBERS. That's why most people join the League.
- Report to the board any plans made by your committee. Request board authorization to carry them out.
- Learn what local, state and national reports or board deadlines pertain to you. Plan ahead so you can meet deadlines without panic.
- Keep a record and file for your successor.
- Prepare bulletin, program, or annual report materials as needed.
- Get copies of state and national publication catalogues and use them.
- Know what funds your portfolio has been budgeted and find out how you are reimbursed for expenses.
- Attend all general membership and unit meetings. Not only will you be a more informed, effective board member, but your contributions at these meetings are needed.
- Every local League president receives all state and national program materials. Make arrangements to obtain the materials which are pertinent to your portfolio from your president.
- Get help from your president, board members, committees, state board and staff and the national board and staff when you need it. Remember, individual League leaders all over the country are facing the same problems you are, enjoying the process of trying to solve problems, and doing so "to promote informed and active participation in government."
- Do enjoy serving on your local League board!

## Reporting to the Board

If you have a report, call and let the president know. Making out the agenda for board meetings is very difficult when you're working in the dark.

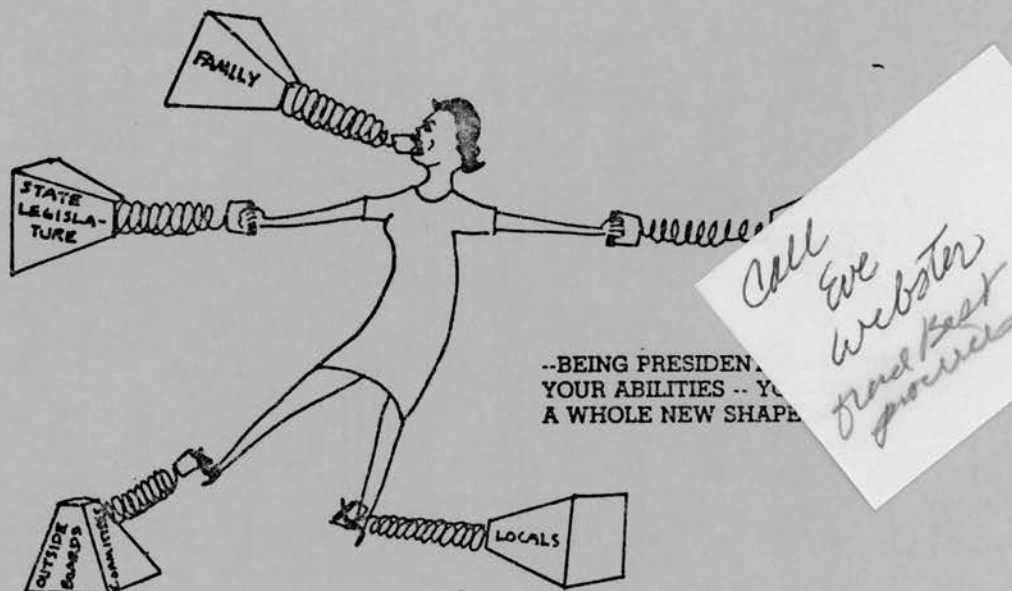
### What Should Be Reported?

- Progress in organization of a job, or in getting it accomplished.
- All reports or consensus meetings and proposed position statements.
- Decisions a committee has made. (For example, you should mention any letters of inquiry that have been sent to elected officials. This keeps other board members from looking foolish if an official mentions the letter and asks why he/she got it.)
- Problems encountered in getting a job done or reactions of members to a project.
- Information on resources that are significant to the League. (For example, mention if there is another organization taking an active role in this area which may be a resource or partner.)
- Important information from state or national Leagues relating to your job. (For example, LWVUS has entered litigation in Pennsylvania as a friend of the court. Or LWVUS is participating in a state wide coalition on this issue.)

### When Should You Ask For a Board Decision

- When you are going to spend more money than budgeted.
- When you want to hold a public or membership meeting (not committee meetings).





### PRESIDENT'S PERSONAL PLANNING CALENDAR

The following is a sample planning calendar for a president:

#### TIME PERIOD

#### TOPICS

May

- Transfer materials to new board members
- Board approval of appointed directors
- Appoint two board members to nominating committee
- Arrange for local Board orientation
- Request board training or visit by state Board member (Form provided)
- Provide League Catalogs (Catalog for Leaders & Catalog for Members) to each Board member
- Review Minutes of Annual Meeting

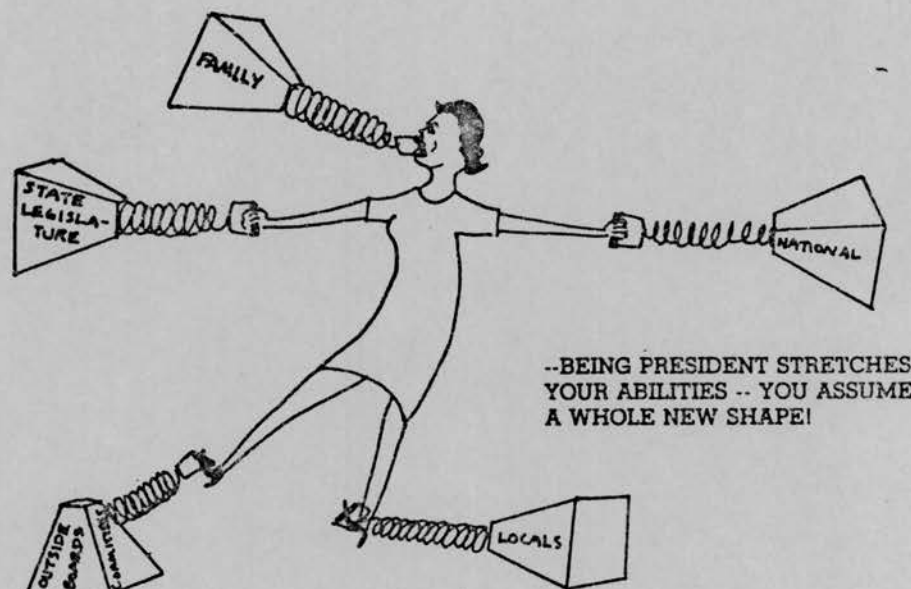
June

- Attend State Convention
- Send to State office immediately:  
List of Board Members, their addresses and phone numbers (include Chair of Nominating Committee) Form provided  
Adopted Budget  
Adopted Local Program and Positions - Form provided  
Minutes of Annual Meeting
- Send Public Relations release to local press giving new program, new officers and Board and anything of local interest
- Do Board Orientation
- Review and adopt a non-partisan policy for Board members
- Set goals for the year
- Board members order League publications to aid with their portfolios
- Order subscriptions to Duplicate President's Mailing (LWVUS)
- Hold individual discussions with each Board member in preparation for calendar planning (Refer to "Off to a Good Start" - Part IV)

July

- Plan the League Calendar including program/action, Lively Issues, Voter Service, Membership, Public Relations and Finance Drive
- Hand out Board member timelines
- Begin to implement initial membership activities

*PMP from June*



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*PMP June 1983*

TIME PERIOD	TOPICS
August	<ul style="list-style-type: none"> <li>- Board members return time lines to President</li> <li>- Begin to implement Public Relations activities</li> <li>- Recruit committee members for program committees</li> </ul>
September	<ul style="list-style-type: none"> <li>- Attend Fall Workshops</li> <li>- Membership Kick-off</li> <li>- Continue to recruit committee members for all League activities</li> <li>- Send membership changes to LWVMN and LWVUS regularly</li> <li>- Arrange for joint president's meeting with area LWVs</li> </ul>
October	<ul style="list-style-type: none"> <li>- Hold new member orientation</li> </ul>
29	- LWVMN Treatre Party (tentative)
31	- Send updated membership list to LWVMN
31	- LWVUS National Security Consensus (Part I) due
November	<ul style="list-style-type: none"> <li>- Board review and update job descriptions which Nominating Committee will use</li> </ul>
December	<ul style="list-style-type: none"> <li>- Nominating Committee places notice in bulletin seeking membership suggestions for possible local Board nominees for 1984-85</li> <li>- Appoint Bylaws Committee to review local and national bylaws</li> <li>- Appoint local Budget Committee</li> <li>- Alert membership to Lively Issues (local, national &amp; CMAL, if Metro LWV)</li> <li>- Plan meetings for Lively Issues</li> <li>- Membership activity</li> <li>- Treasurer prepared LWVUS Financial Report</li> </ul>
January	<ul style="list-style-type: none"> <li>- Take Membership count</li> </ul>
15	- Membership figures due into LWVMN TODAY
15	- Submit LWVUS Financial & Membership figures to LWVUS
	- Begin planning for Annual Meeting - Appoint Chairman
	- Nominating, Budget and Bylaws Committees meet
	- Membership discussion on Lively Issues (local, national & CMAL)
February	<ul style="list-style-type: none"> <li>- Nominating Committee completes slate of officers and Board members</li> <li>- Board considers local program, bylaw changes and budget</li> <li>- Send proposed local bylaw changes to state office for comment</li> <li>- Submit national &amp; CMAL Program and Bylaw suggestions</li> <li>- Board prepares LWVUS Annual Reports - Part II - Program</li> </ul>
21	- Precinct Caucuses (Pending legislation may move this to 3rd Tuesday in March)
March	<ul style="list-style-type: none"> <li>- Submit proposed slate of officers and directors, local program, budget and bylaw changes to bulletin at least one month before Annual Meeting</li> <li>- Submit LWVUS Annual Program Reports</li> </ul>
15	- LWVUS National Security (Part II) Consensus due
April	<ul style="list-style-type: none"> <li>- Annual Meeting</li> </ul>
30	- LWVMN Council
May	<ul style="list-style-type: none"> <li>- LWVMN Council</li> <li>- Repeat previous May activities</li> <li>- Attend LWVUS Convention</li> </ul>
1	

MONTHLY SUBMISSIONS

<u>By Whom</u>	<u>What</u>	<u>No. of Copies</u>	<u>To Whom</u>
1. Bulletin Editor	Local Voter	3 1 1-Non-metro LWVs 2-Metro LWVs 1 1 each to designated	LWVUS Office LWVUS Board Members LWVMN Office LWVMN Office LWVMN Bulletin Editor Local Leagues VOTER Exchange (Refer to OUTLOOK)
2. Secretary	Board Minutes	1	LWVMN Office
3. Treasurer	List of new members & addresses, list of dropped members, list of address changes	1 1	LWVUS Office LWVMN Office

WHEN NECESSARY

1. Treasurer	Names of members who have moved from your community (include new addresses, if possible)	1	LWVMN Office
2. Action Alerts When Answered	Responses to State Action Alerts	1	LWVMN Office
When Answered	Response to National Times For Action	1 1	LWVUS Office LWVMN Office



1983-84 Time Line for \_\_\_\_\_ (Portfolio)

\_\_\_\_\_ (Chairman)

Plan the committee's work backward from the meeting date selected for your portfolio. Fill in your dates as precisely as possible for all activities so you can be sure you are on schedule. Include committee meetings, articles needed for the newspaper and the VOTER, room reservations, letters to be written, etc.

JULY	
AUGUST	
SEPTEMBER	
OCTOBER	
NOVEMBER	
DECEMBER	
JANUARY	
FEBRUARY	
MARCH	
APRIL	
MAY	
JUNE	





## THE LEAGUE OF WOMEN VOTERS

MINNESOTA

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

### LOCAL LEAGUE BOARD TRAINING

October 1993

BOARD TRAINING offers local Leagues the opportunity to prepare their leadership to carry out the functions that provide stability and credibility for the organization. To assist with this responsibility, LWVMN has trainers prepared to conduct board training workshops for all local Leagues.

In order to meet the changing needs of local League boards, the training program is divided into the following five areas. Local Leagues may choose one or more of these areas or may design a training session that more specifically addresses its own needs. Also, local Leagues may consider inviting their general membership to any training session. Each workshop runs about 1 1/2 hours. To set up a board training session, contact Peggy Thompson, Field Service staff, LWVMN office, (612)224-5445.

**BOARD ORIENTATION** — Ideal for the whole board — especially new members of the board and for experienced members who have not served recently on the board. Committee members and individuals being considered for future board positions also could be included. A board should provide a board orientation at least once every two years. This session is interactive and includes information about boards in general, the League's non-partisan policy, board responsibility, and how to ensure an efficient, productive meeting.

**DIVERSITY** — This workshop explores the barriers and identifies some possible solutions for diversity (racial, ethnic, age, gender) in League membership. It also examines the why and how of coalition-building with diverse groups within your community.

**ACTION AND ADVOCACY** — This interactive workshop includes a discussion of how to get active in issues on the local level and how to use your League positions to influence public policy in your community. Learn what other local Leagues are doing for action and get an update on lobbying activity at the state level.

**LEADERSHIP AND GROUP PROCESS** — A workshop that will offer insights into:

- personality styles and how each style can contribute to effective group process. Get to know your personality type through a modified Myers-Briggs assessment and learn to understand and appreciate other types.
- what is leadership?
- conflict resolution and how to deal with difficult people.
- how to nurture emerging leaders.

**LWV 75TH ANNIVERSARY — MAKING PLANS TO CELEBRATE!** — Find out what LWVUS is planning to do on a national level and what other state and local Leagues are planning. Brainstorm ways to get some great visibility for your League through sponsoring a fun community event, an educational forum, a fundraiser, etc.