



League of Women Voters of Minnesota Records

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League of Women Voters
of the United States

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File Shared
Sample
Memorandum

1026 17th Street, N. W. - Washington 6, D. C.

July 13, 1954

TO: State Presidents

FROM: Mrs. John G. Lee

RE: Shared Employment of Traveling Staff

As we firm up plans for fall and winter national visits to state and local Leagues, we are also looking beyond the current League year to future development of this service in the way that will best meet the needs and purposes of the state Leagues. At the State Presidents' Round Table in Denver last April, a proposal for joint employment of nationally trained traveling staff members by groups of states was enthusiastically received. Some state Boards have written us of their active interest in working towards such a plan to be launched in the fiscal year '55 - '56. We realize, however, that for many other states, it is a goal towards which to work for the future. In whichever category your state League falls, we are eager to know at this time what you think of the idea.

Many of the details of such a project remain to be worked out, but before we proceed, we need information from the state Boards as to their interest and readiness to participate. The gist of the proposal is as follows: a group of states, geographically adjacent to one another, would jointly employ a full time organization secretary, paying her salary and expenses while within the state. A variation of this might be part-time employment by a group of states, the rest of the employee's time being devoted to work elsewhere under national Board direction.

The national Board would assume responsibility for recruiting and training these secretaries and providing refresher training conferences in the national office periodically. Attendance at national Board meetings would also be arranged for them at national expense. These staff members would be qualified in all aspects of League work - program, organization, finance etc. In order to avoid the danger of a vested interest, we would shift them to a new area after perhaps two years or so in one spot. This would not preclude an earlier shift, of course, if your best interest would so indicate.

The state Leagues concerned would pay the travel and maintenance expenses and the salary of the staff member while she is within their states. Costs would vary with states. For example, if three states combined to use one staff person for a half year, this would give approximately eight weeks of her time to each state. The salary item for this period would approximate \$733 for these eight weeks. In addition, of course, the state would assume the cost of her travel and maintenance within the state. This would necessitate, probably, an increase in your state budget for this service; we would not anticipate any cut in your contribution to national.

No other staff service would be offered to the states participating in this plan, but this would not preclude visits from national Board members.

In entering into such an arrangement, it would be essential to look upon it as a long term project, the results of which would be cumulative. We propose that it be undertaken for a minimum span of two years. At the end of the two year period, an evaluation of the result would determine future developments.

When a group of state Leagues embarks on the plan, a member of the national Board would confer jointly with the state Presidents, and perhaps other Board representatives of the states involved, to plan allocation of the time in the best interests of all. A state League need not necessarily have its allotment of time in one unbroken stretch. It might be to the advantage of all participants, for example, to so divide up the time that the staff member might spend a certain period in a state, then go on to another, returning after an interval for follow-up. The plan could thus be tailored to the specific situation.

We wish to caution you not to expect overnight miracles from this service. To be most effective, it will require a great deal of careful planning and work on the part of the state Board and organization committee, and should result in slow but sound progress.

Further planning and development of this idea will depend on the response we get from the state Leagues. Will you let us know your thinking on such shared field service, please? To help us get on with plans, will you let us have your reply no later than November 1, 1954. We are listing a few questions to which we'd like answers from you. In addition, you may wish to add further comments or questions.

1. Would your state Board be interested in participating with a group of adjacent states in a joint plan for employing a nationally trained staff member?
2. If yes, do you anticipate that your state would budget for and take part in, such a regional plan during the fiscal year 1955-1956?
3. Approximately how many weeks per year would you wish devoted to your state?
4. Which time of year is possible for your state?

Which impossible?
5. If your state is interested, but not yet ready to participate in such a plan for the next fiscal year, approximately when would you estimate that your state would be ready to take part?
6. Additional comments.

LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

MRS. JOHN G. LEE
President

August 27, 1954

Mrs. Basil Young, President
League of Women Voters of Minnesota
84 South Tenth Street, Room 406
Minneapolis, Minnesota

Dear Mrs. Young:

We are much interested in following the course of the experiment now in progress of sharing the time of a national staff member with a state. I hope that you will share with us your evaluation of the idea. The national Board, when it meets in November, will by that time have heard from each of the state Boards as to the possibilities in its own state, and will consider the next step. Your experience will give us a hint as to how well such a plan will work out on a larger scale.

Do you think it would be useful to the state Boards if we developed a manual of operational details to cover problems of scheduling such as: that the staff member should be allowed Saturdays and Sundays free from League engagements, to write reports and refresh herself; the staff member should not be expected to contribute her weekends to travel; the local League members should not feel obligated to entertain her, etc? Such matters may well cause confusion, so we are wondering just best how to handle them.

We are looking forward to receiving Miss Shanks' report and hope you enjoyed having her with you.

Sincerely,

Beatrice Rich Pierce

Mrs. Newton L. Pierce
Organization Secretary

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Copy to B.G. & D.A.
Aug 30

GILBERT BOND

September 1, 1954

Mrs. Newton L. Pierce
Organization Secretary
League of Women Voters of
the United States
1026 17th Street, N.W.
Washington 6, D. C.

Dear Mrs. Pierce:

Replying to your letter of August 27th, with reference to our evaluation of the experiment of sharing the time of a national staff member with states, we plan on discussing this at more length at our next Board meeting on September 16th, when the reports of Mrs. Grindlay, our Organization chairman, and her committee members who are working with Miss Shanks now, are in, and we will then be in a position to give you a more complete report.

How ever, even at this point, from my talks with Miss Shanks, and those who have worked with her on this project thus far, I can say that this type of help is one of the most valuable services the national office can render, and time and money well spent both from the standpoint of experience for us and strength to our leagues. Miss Shanks is marvelous; she has the ability, with the utmost tact and charm, to analyze a situation quickly and apply exactly the right technique. Our organization people are learning a great deal from her, and she is being very well received by the local leagues.

A manual of operational details such as you suggest covering problems of scheduling would be very helpful I'm sure to State Boards, and would eliminate confusion and uncertainty if some of these points were specifically mentioned in advance.

We are indeed enjoying having Miss Shanks with us and are most grateful for this help. I will write you again after the 16th.

Sincerely,

Mrs. Basil Young
President

September 21, 1954

Mrs. Newton L. Pierce
Organization Secretary
League of Women Voters of the U.S.
1026 17th Street, N.W.
Washington 6, D.C.

Dear Mrs. Pierce:

I am writing you to give you the conclusions and evaluations of the weeks we have had Miss Rosanna Shanks working with the members of our Organization Committee. As Mrs. Young has indicated in an earlier letter, we have found her visits of great help, stimulus and inspiration to both the volunteers who accompanied her and the local leagues which were visited. Operation Shanks, as we called it, was a tremendous success, and I can in no way suggest how you can improve upon the visitor you shared with us. I can only suggest, as you have requested, how plans and arrangements for such visiting could be worked out more effectively. Here are our suggestions:

1. Advance Notice -- more notice of the time when the staff worker will be at our disposal. It was very difficult, especially for our executive secretary alone in the state office with most people on vacation, to make arrangements for visits which were to be scheduled in 5 or 6 weeks after we heard from the national office Miss Shanks was coming. Suggest a 3 month planning period with an opportunity for time for more direction and exchange of ideas with the national office.

2. Direction from national-- This will in part be taken care of by your suggested manual of operations (i.e. we did not know how much free time should be allowed, that travel time was to be included in the dates given us etc.)

AASchedules--something comparable to the round of program making by the local leagues wherein we send ^{to nat. L} a suggested schedule of visits to leagues we want seen, it is considered and any alterations or suggestions inserted by your office and returned to us for completion. This will avoid making the time too concentrated for the staff worker, as we did with Miss Shanks, and there will be clear understanding at both ends of what she is to do.

B. Agenda--this might avoid wasting staff members time on "inspirational talks to membership" with which I am sure Rosanna's reports abound. With this experience completed in Minnesota, we can now see how it could have been improved upon. A suggested agenda for what the visit of the staff worker should include will help other state organization committees to avoid some of our errors. There will be individual variations with local leagues, but some things are basic to them all.

C. Type of Visit--perhaps another was of expressing B. It was my impression too much time was spent with membership meetings and the use of staff worker as bait for prospective members. More value would be received if the visits were all of the Board Institute type. Separate conferences with individual Board members in local leagues could be stressed.

D. Arrangements of Visit --the economy of housing volunteer and staff organization visitors in private homes is more than discounted by the time and energy wasted in irrelevant private conversations. Suggest hotel accommodations be stressed as desirable for all visitors and well worth inclusion in the original budget.

E. Travel Time--clear definition of staff worker's schedule to show where travel time is included. Admittedly the visitor is employed on a 5 day week. If she is expected to neither visit nor travel on weekends, it will cut down seriously on the amount she can cover in a state the size of Minnesota. Perhaps a compromise could be reached. I recommend definite directive on this in your manual, but personally I hope that the necessity for "getting back" on a weekend will not be overlooked.

just had to sneak this in!

3. Relationship of the staff worker to the volunteer --Suggest that she be accompanied by a member of state organization committee on all visits, as we tried to do in Minnesota, so that there is a volunteer who can do the follow up work with that local league. One visit is never a cure all.

A. What is expected of the volunteer? Should she brief staff worker on league to be visited? Take notes for her?

B. What are qualifications of this volunteer--other than the obvious ones that make for a good organization worker?

C. Recommendation that volunteer and staff worker meet together, not separately, with local league Boards, and Board members, so that there can be no individual variation of advice, policy interpretation or opinions. (This was suggested by Miss Shenks. She can supply the answers to A. and B.)

I hope that this will be useful to you in planning subsequent arrangements for national staff workers to work with state leagues. At our State Board meeting last week, it was felt that we would like to have such a service again, and again in two installments, and that amount of time we would request would be limited only by the amount of money that can be budgetted for such an operation.

Sincerely yours,

Mrs. John Grindley, chairman
State Organization Committee

cc Young

LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.

WASHINGTON 6, D. C.



MRS. JOHN G. LEE
President

September 24, 1954

Mrs. John Grindlay, Chairman
State Organization Committee
League of Women Voters of Minnesota
Route 1
Rochester, Minnesota

Dear Mrs. Grindlay:

Thank you very much for your letter of September 21st. You don't know how much we appreciate it. It is very helpful for us to have suggestions from the receiving end for future guidance, since sometimes things that look very simple in Washington do not look so simple out in the field.

I am very glad to have your suggestion that three months should be allowed for planning. It is so much easier to have a definite figure to work from.

I am also very grateful to have your thoughts on our advice to the state League. I shall be very glad to incorporate your ideas into future work. Unless you object, I would like to suggest to other state Leagues that some of our suggestions are following your advice, since it is very much easier for a local or state League, I believe, to understand the picture if they realize that it was another state League that suggested it rather than the national office.

I can see where there may be some problems involved in sharing staff with state Leagues, and your letter will help us to avoid some difficulties which may otherwise have grown up from the project.

We are, of course, very pleased that Miss Shanks was so helpful to Minnesota. I am looking forward eagerly to reading her report. She has not yet had the chance to send it in, since she went directly from Minnesota to Nebraska for visits in that state.

Thank you so much for your very thoughtful letter. I am sharing it with Mrs. Lurie so that she, too, can give some thought to your ideas before the next Board meeting.

Yours sincerely,

Mrs. Newton L. Pierce
Organization Secretary



LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

MRS. JOHN G. LEE
President

December 2, 1954

*Primary
arrow Jan 4*

Mrs. Basil Young, President
League of Women Voters of Minnesota
84 South 10th Street, Room 406
Minneapolis 2, Minnesota

Dear Mrs. Young:

We are trying to work out possible plans for shared field service. Your recent letter indicates you would like four weeks in two installments, one in October 1955 and one in April 1956. We are, however, confused if you meant this to be four weeks in all or four weeks for each installment.

Could you assist us in our planning to let us know which figure you had in mind.

Yours sincerely,

Beatrice Richs Pierce

Mrs. Newton L. Pierce
Organization Secretary

Mrs. State
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February 8, 1955

Mrs. Basil Young
President
League of Women Voters of Minnesota
64 South Street, Room 406
Minneapolis 2, Minnesota

Dear Mrs. Young:

We are sending you, enclosed, a draft for the Manual on Shared Field Service, which we plan to issue for guidance of the participating states. We would like your comments and suggestions before we put it into final form.

The sharing of national field personnel with some state leagues is an experiment in organization. This will be a shared experiment in every sense. The national Board and the states taking part in it will share not only personnel and cost but also experience. To speed its development, we are trying to foresee and avoid pitfalls and missteps, insofar as possible. To tailor it closely to the need, we must pool the good-will, imagination and know-how of all of us involved. Will you give this draft your thoughtful consideration and let us know your comments. We hope then, at the February 25th meeting with you in Chicago, to arrive at final agreement on any questions raised.

Mrs. Lurie, Mrs. Dyke and I will be at the Sherman Hotel and suggest that you meet us there at 9:30 A.M. The reservations are in Mrs. Lurie's and Mrs. Dyke's names; I will have to remain in Milwaukee Friday morning and will join you after lunch.

We have proposed this project to you on a two-year basis. Actually, our objective is of longer range and we look on this as a step towards its achievement. It is our hope that the intensive leadership training which this plan makes possible will accelerate growth and finance potential within the states so that within a reasonable time, your state budgets can be raised to enable you to engage your own field staff either full time or jointly by neighboring states.

The procedures included here are an outgrowth of what national board and state boards using traveling staff have learned over the years. We are aware that not every pitfall can be anticipated. But we feel sure that unexpected problems will be met as they arise, with the wisdom, good humor and ingenuity in which our league leaders abound, and with real concern for the good of the league as a whole.

Sincerely,

Mrs. John G. Lee
President

MANUAL FOR SHARED STAFF SERVICEUSE OF STAFF MEMBER

To utilise the staff member's time most effectively it is important to keep in mind that her function is primarily to work with the volunteer leaders to prepare and train them for carrying out their responsibilities in the fullest measure. The local leagues are raising their budgets considerably to support this service. In order to justify this effort, it will be necessary for each state board to firmly resist any impulse to use this staff time for routine jobs, clerical work, or the bits and pieces of work that crop up for urgent attention in every league office. The staff member is trained, experienced and highly qualified to do a creative and specialized job. It would be wasteful of precious league funds to fritter her time away on odds and ends. This requires careful advance planning not only of her time, but ample allowance to secure the time of the state and local leaders with whom she will work. It is vital that the role of the staff member and the scope and limitations of her job be carefully defined and that all members of the board have a clear understanding of it, so that all may work together to further its success.

Our experience has shown that the training of league leaders by demonstration is most effective. This means special help to all state board members in carrying out their responsibilities. It means working with the Board as a whole as well as with individuals. It means the same sort of help on a demonstration basis to selected local Boards and non-Board leaders. It means training resource committees in the program fields. It includes training organized on committee members in how to organize and assist new leagues and to help rebuild "weak" ones.

Another tendency to be avoided is ~~over-use~~ of the staff member for membership inspiration or to extend press coverage of the League. While any national representative is willing and able to speak to a local league or to give press and radio interviews, ^{almost any one of the} a disproportionate amount of time spent in this manner is a waste of league money and personnel. *She is a specialist*

anyone else can do that job

PERSONNEL PRACTICES

Scheduling: Each trip should be planned to allow the staff member the time to brief herself during the trip, and to realize the physical and mental relaxation necessary to enable her to continue to do her work at top efficiency. We therefore suggest that you take into consideration, in your plans, the 40 hour - 5 or 5½ day week considered normal. Time should be allowed for her to brief herself before a visit and to write her reports after it. Traveling time should be considered as working time. This is not to suggest that she would not be ready to spend Saturday morning traveling. But it is unfair to expect her to devote her entire weekends and holidays to it.

Housing: A person constantly traveling needs some time for privacy to pull her thoughts together and plan for her next meeting - to write her reports and all the letters attendant to a trip - and to wash her nylons and shampoo her hair, etc. Therefore, we have learned that we should not accept invitations to stay in League homes, but should use a hotel. On national field trips we ask for a minimum rate single hotel room with bath. We recommend the same procedure to you. We average a cost of \$8.25 per day, which includes meals.

Transportation: The national Board pays a flat mileage rate to its traveling staff which includes a provision for depreciation of the car. In 1954-55 this rate is 9¢ per mile. When using her car, the national staff person should be reimbursed by the same rate as that followed by the national Board. When using public transportation she is reimbursed actual costs, except, of course, that Pullman charges should not be greater than lower berth charges. These practices should apply to the state.

FINANCIAL ARRANGEMENTS

The state League will bear the costs of her work for the time devoted to its state. This includes salary, travel costs, lodging, meals etc. The national Board will pay the cost of travel to and from

the state, the salary during attendance at national Board meetings, convention and Council, the cost of vacation and other times not allotted to the states.

The procedure will be as follows: The national Board will pay her salary directly. This will avoid confusion in deductions for social security, withholding tax, hospitalization, etc. The state Boards will be billed monthly for this salary to reimburse the national Board. This is entirely separate from the state's pledge to national, and it is due for payment immediately.

The state Board will pay directly to the staff person involved, the costs she will have had to assume in the state, such as lodging, meals, travel, etc. It will give her a monthly travel advance. She will submit a statement at the end of each month, remitting excess or listing additional charges. The state should reimburse her immediately.

ITINERARY To enable us as well as her personal correspondents to communicate with her, we will need to have in the national office the names of the hotels where you have made reservations for her at least two weeks beforehand.

February 4, 1955

Mrs. John G. Lee
President, League of Women Voters
of the United States
1026 17th Street, N. W.
Washington 6, D. C.

Dear Mrs. Lee:

I am very sorry that I could not give you our decision on the proposed shared employment plan, before this, but since the proposal as outlined in your letter of January 13th involved considerably more than the four-week project we had envisioned and planned for, I felt it should have full Board and Budget Committee discussion.

We have considered it very carefully from all angles, and have concluded that a three-month plan would be more than we could handle. However, if it could be worked out on a two-month basis, the budget committee felt we could squeeze out enough to cover it, and the Board approved it yesterday, although not without some misgivings. Perhaps they will be dissolved at the planning conference on February 25th at Chicago, which Mrs. John Grindley, Organization Chairman, and I will attend.

I plan on attending the Regional Conference at Milwaukee on the 23rd and 24th, and will await word as to the time and place of the Chicago meeting.

Sincerely,

Mrs. Basil Young
President

LEAGUE OF WOMEN VOTERS OF MINNESOTA

84 SOUTH TENTH STREET, ROOM 417

MINNEAPOLIS 2, MINNESOTA

Atlantic 0941

January 20

Dear Ethyl:

I started this letter three times, and now must get it to you so you have it tomorrow. First, I received a copy of your letter from Mrs. Lee from Mrs. Pierce whom I had written in answer to her question of the four weeks we asked for--was it in two installments totalling 8 weeks, or 4 altogether. My reply that the latter was probably all we could afford, seems to have had little bearing on their pilot project, for they would like to pilot us three times as far out to sea. Not that such an extensive trip would not be very rewarding, but who is able to buy the ticket?

In an effort to answer the questions in my mind about this, I have spoken with Mildred Hargraves and then last night we had Zella Leonard here for dinner--supposedly on the promise that LWV would not be mentioned, but she insists that SHE was the one who brought up the subject. Both suggest that you include in your reply that Minnesota did suggest 4 weeks and can't at this writing see our way clear to paying for much more, but perhaps at the next Board meeting in Feb. we can work out something else. Zella tells me that Mrs. Horner gets \$5000 a year so it looks as if the 4 weeks would exactly take up an organ. com. budget the size of the past one, not including any expenses of our own volunteers.

My thought is that it would be wonderful to have this and I can see ways that it could be payed for, that is perhaps two months, three is out of the question, but I really that organ. is my interest, and can see how others on the board might feel that this is too large a share of the state budget. No doubt that the money has to be taken away from something else, and is it fair to the leagues who are not benefitting by this, i.e. the strong ones who pay their share, to be denied some office services that they formerly had in order to spend more money on their weak sisters? The answer I'd give would be in a year or two this will have MORE than payed off in new leagues and old strengthened.

Another way that Mildred and I thought might yield some money, which would be preferable to cutting down on say publications, or program material etc concerns the staff. If Luella plans to stop next summer, as it has been our understanding, could Grace be the exec. secy, with clerical or stenographic help in the office, and the difference going towards this? Certainly an appraisal of the office work, their duties, where their time is spent, where it could be saved, what is essential and what not, what paper work could be eliminated, might be worthwhile in any case, even if there is no change in personnel. I am not implying for a second that I think either of the gals' efficiency could be improved, on the contrary, I hate to think of that office without them both, but just as the national office consulted an office management firm for advise, on a small scale, we might gain from an appraisal.



Affiliated with the
League of Women Voters of the U.S.

Mrs. H. also said that of course they would like as definite information as you can supply this weeks, but will understand if your answer is limited as to scope of this until the Board has a chance to talk it over, or actually the budget com. and the board are concerned, for my understanding is that we know we want to do it, but how long for how much?

This has probably been of no help whatsoever, but I think it is very exciting and can foresee that a great deal will be accomplished.

Sincerely
Beth

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6-10-55

LEAGUE OF WOMEN VOTERS
OF THE UNITED STATES

1026 17TH STREET, N. W., WASHINGTON 6, D. C.

Mrs Young
at Willing

January 13, 1955

Mrs. Basil Young, President
League of Women Voters of Minnesota
84 South 10th Street, Room 406
Minneapolis 2, Minnesota

Dear Mrs. Young:

C The national Board has given careful consideration to the replies from state Boards to its proposal for shared employment by groups of states of national staff members. With hardly a dissenting note, the response has been most enthusiastic and even those states unable to participate in the near future expressed great interest in following the development of such a plan.

O As we have explored the idea further, we have foreseen great possibilities for its contributing to the sound and productive growth of the League in the years just ahead. So that we may proceed surely and steadily on this venture, the Board has decided to undertake for the coming fiscal year only one pilot project of this nature. Although this means that we must ask some states to postpone their entry into the plan, we have chosen to make it available in 1955-1956 to the combination of states which, from the point of view of location, readiness and opportunity for notable progress and development, seems to us to offer the most favorable outlook for building up the plan successfully.

P The national Board wishes, therefore, to invite the state Leagues of Indiana, Michigan and Minnesota, all of which have indicated active interest, to embark on this pilot project with us for a minimum 2 year period. At the end of the first year, we will confer with the states involved so that together we can size up its status and progress, then work out any needed modifications. After a 2 year interval of the plan in operation, we propose to make a careful analysis and a thorough evaluation with the participating states.

Y The essence of the plan is this: The three participating states would contract with the national Board for services of a member of the national staff, each state to assume approximately three months a year of staff time, though adjustments of this division would be worked out to meet each state's need. The aim would be a carefully planned special effort to build up the strength of the League within the state as rapidly as possible, with whatever help to the state Board, state chairmen and their committees is needed to develop their ability to fully carry out their responsibility. Help and guidance in organizing new Leagues, in stimulating and rebuilding weak Leagues, finance growth, developing greater competence for leadership in Program work - all these aspects of the League job in the round would come into the project. In each state the work would be tailored to the need. Although the plan would not go into effect until September 19, 1955, (immediately following the national Board meeting) we hope to assure most fruitful use of the field worker's time by careful advance planning and preparation this spring.

LEAGUE OF WOMEN VOTERS
OF THE UNITED STATES

Mrs. Basil Young

1026 17TH STREET, N. W., WASHINGTON 6, D. C.

January 13, 1955

This will require that she meet with each state Board concerned during May or June and we would also hope at that time to hold a joint meeting of the three state Boards, attended by the field worker and a representative of the national Board.

The national Board will continue, as at present, to pay the staff member's salary and each state League will reimburse the national office for salary incurred within the state. This will be a payment separate from the state's pledge payment for national services. The cost of vacations, travel to and from Washington, D. C., attendance at national Board, Convention and Council meetings, will be assumed by the national Board. Each state will pay directly to the staff member funds to cover travel and per diem expenses within the state. We are working out a Personnel Policies Manual, to establish the ground rules for the guidance of the states and to keep practices uniform.

C We are not attempting in this letter, to give you a detailed blueprint of every aspect of the plan. You will surely have many questions and many of the specifics remain to be worked out jointly by the three states concerned and by the national Board. To do this by correspondence is slow, inefficient and unsatisfactory, but if a small group of us sit down together for a planning session, I am sure we will advance rapidly in ironing out the wrinkles and developing a plan to our mutual advantage and satisfaction. I would therefore like to suggest that if your state is willing to engage in this cooperative effort the presidents and one other Board member of Indiana, Michigan and Minnesota Leagues meet with Mrs. Lurie and me for a planning conference in Chicago on February 25th. Since there are no national funds available, we must ask each state to assume the expense of its own participants in this meeting. Fortunately, because of the proximity of Chicago to all three states, the amount will not be great, and we are convinced that the results in sound planning will warrant the expenditure.

P Proceeding with this project hinges, of course, on acceptance by all three states designated. Will you, therefore, let us know by January 25th the decision of your state as to sharing in this plan.

Y The project we are proposing to you is, of course, a pioneering and experimental venture but we feel confident that if undertaken at this time by these three states and with Mrs. Horner as the staff member assigned to it, it will yield mounting benefits for those taking part, as well as pointing the way to new and significant developments in field work for the Leagues of all 48 states. We are eager to know your decision.

Sincerely,

Mrs. John G. Lee
President

*Home
Shared Staff*

LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

MRS. JOHN G. LEE
President

March 23, 1955

Mrs. Basil Young, President
League of Women Voters of Minnesota
84 South 10th Street, Room 406
Minneapolis 2, Minnesota

Dear Mrs. Young:

Enclosed are the notes, taken by Mrs. Cable, of our Chicago meeting to discuss the Shared Staff Service and the Shared Staff Manual as revised at this time.

We hope you feel, as Mrs. Lee, Mrs. Dyke and I do, that the meeting was decidedly worth-while, and that you share our confidence that the plans and agreements developed will launch the project successfully. It seems to us that the very best assurance of success lies in the abundant good will, cooperative spirit and determination with which the representatives of the three participating state Leagues tackle the planning of this venture on which we are breaking new ground.

If any questions or problems crop up in relation to this project, please feel free to consult us at any time.

Sincerely yours,

Mrs. Moses H. Lurie
Organization Chairman

Enclosure.

cc: Mrs. John Grindlay.

League of Women Voters of the U. S.
1026 - 17th Street, N. W.
Washington 6, D. C.

March 23, 1955

Notes of Conference in Chicago on Shared Staff Service
February 25, 1955

Present were: Mrs. John A. Campbell, President, LWV of Indiana
Mrs. Lawrence Dorsey, Organization Chairman, LWV of Indiana
Mrs. Clifton M. Drury, President, LWV of Michigan
Mrs. Chester H. Cable, Nominee for President, LWV of Michigan
Mrs. Basil Young, President, LWV of Minnesota
Mrs. John Grindlay, Organization Chairman, LWV of Minnesota
Mrs. Lee, Mrs. Dyke and Mrs. Lurie, National Board

Time of our spring meeting with Mrs. Horner: Minnesota, May 23-30
Michigan, May 30-June 4
Indiana, June 6-10.

Schedule agreed on for shared staff service:

Sept. 6 - Oct. 3 - Minnesota
Oct. 3 - Oct. 17 - Michigan (possibly via upper peninsula (Escanaba)
Oct. 17 - Oct. 31 - Indiana
Oct. 31 - Nov. 28 - Michigan (possibly to extend a couple of days beyond
because of Thanksgiving holiday)
Nov. 28 - Dec. 12 - Indiana
(From Dec. 12 to Jan. 16, in Washington, through the
January National Board meeting)
Jan. 16 - Jan. 30 - Indiana
Jan. 30 - Feb. 14 - Michigan
Feb. 14 - Feb. 28 - Indiana
Feb. 28 - Mar. 26 - Minnesota

This schedule gives each League eight weeks of Mrs. Horner's time in that part of the fiscal year 1955-56 for which the service was planned. We agreed not to attempt any further scheduling at this time but to see how this plan works out. (It combines as many of the states' desiderata as possible; Indiana's wish for alternate fortnights; Minnesota's request for time outside the winter (November-March) months were partly satisfied, as was Michigan's request for time in two (fall and spring) blocks.) Michigan had expected to get 3 months but felt that the third month might perfectly well fall into the next fiscal year ('56-57), and Minnesota was not certain it would require the month of March as scheduled. Schedule may be changed by mutual agreement.

Agreement as to function of staff person: We agreed that the function of the staff person should be to help build strength of the state League and increase the number and effectiveness of volunteers. Examples: state Board institute; local Board and regional organization committee institutes; individual conferences with local and state Board members; training of volunteers in building, using, and training committees; helping Boards to analyze own problems and find solutions. We agreed that with limited time the thing to do was to pick out typical problems and learn from working on them with Mrs. Horner how we might work more effectively on similar problems as volunteers, and/or what kind of field worker we might wish to seek for our own.

Preparations state Leagues would make: Each state League agreed to work out plans for the week with Mrs. Horner in May-June, to send a copy of this plan to Mrs. Horner, along with any questions we want her to help us answer at that meeting, and tentative or suggested plans for the fall-winter, if any.

In training for organizing new Leagues, we felt we should do the groundwork and bring Mrs. Horner in at time of pre-organization meeting. We could discuss at our spring meeting with Mrs. H. our plans for expansion, try to find criteria for our state for how many new Leagues, what are best locations, what strategy.

We would plan to have available sufficient information on local Leagues. We plan to give Mrs. H. time to familiarize herself with our office, office personnel, files, etc. (Michigan would like to see copies of the forms used by Wisconsin and Minnesota for local League "profiles.") We should plan how such data sheets are to be kept up and made available to those who need them; also figure various uses. We should plan and begin committee work, of course, to get maximum use of staff person's time.

With reference to the "Manual"

Use of staff-member's time ("Manual," paragraph 3). We agreed that the statement should be strengthened; not "over-use," but "use." We would not use staff person for pep-talks.

Question was raised as to insurance coverage of the national staff person traveling in a volunteer's car, or of state League sharing additional expense if any (on insurance) should staff member use her car for carrying League volunteers. Mrs. Dyke will look into this.

We agreed that travel expense from one state to another of the three should be shared equally by the two states. (It was pointed out that the use of time in short terms would necessarily increase the cost of travel between states; we should evaluate our schedule in this respect as well as others after we get it under way.)

Miscellaneous Questions:

Question was raised about evaluating the very small League in the very small community; what should be criteria?

Question about suburban areas, where many (Occasionally a majority) of those making local program are not residents of (do not vote in) the unit of government in which the League can act. What should be recommendations for such Leagues.

Question about state Board administration--keeping office procedures efficient, keeping channels of communication with local Leagues and between Board members, building state-wide committees (and keeping them going).

(s) Mabel H. Cable

Mrs. Chester H. Cable

Note from the national office:

Insurance - We are still exploring the insurance problem. It has several facets. Mrs. Horner's own liability insurance will cover volunteers she is carrying in her car, to the extent of her insurance. The volunteer's liability insurance, if she carries it, will cover Mrs. Horner and any extra volunteers she is carrying. What protection the League of Women Voters of the U.S., or the state Leagues need, in addition, to protect themselves in case they are sued has not yet been answered by the insurance agent. We will let you know when we have further information.

League of Women Voters of the U.S.
1026 17th Street, N.W.
Washington 6, D.C.

March 17, 1955

MANUAL FOR SHARED STAFF SERVICE

USE OF STAFF MEMBER'S TIME

To utilize the staff member's time most effectively it is important to keep in mind that her function is primarily to work with the volunteer leaders to prepare and train them for carrying out their responsibilities in the fullest measure. The local Leagues are raising their budgets considerably to support this service. In order to justify this effort, it will be necessary for each state Board to firmly resist any impulse to use this staff time for routine jobs, clerical work, or the bits and pieces of work that crop up for urgent attention in every League office. The staff member is trained, experienced and highly qualified to do a creative and specialized job. It would be wasteful of precious League funds to fritter her time away on odds and ends. This requires careful advance planning not only of her time, but ample allowance to secure the time of the state and local leaders with whom she will work. It is vital that the role of the staff member and the scope and limitations of her job be carefully defined and that all members of the Board have a clear understanding of it, so that all may work together to further its success.

Our experience has shown that the training of League leaders by demonstration is most effective. This means special help to all state Board members in carrying out their responsibilities. It means working with the Board as a whole as well as with individuals. It means the same sort of help on a demonstration basis to selected local Boards and non-Board leaders. It means training resource committees in the program fields. It includes training organization committee members in how to organize and assist new Leagues and to help rebuild "weak" ones.

Another tendency to be avoided is use of the staff member for membership inspiration or to extend press coverage of the League. While any national representative is willing and able to speak to a local League or to give press and radio interviews, time spent in this manner will curtail the amount of time available for the special goals of this project.

PERSONNEL PRACTICES

Scheduling: Each trip should be planned to allow the staff member the time to brief herself during the trip, and to realize the physical and mental relaxation necessary to enable her to continue to do her work at top efficiency. We therefore suggest that you take into consideration, in your plans, the 40-hour--5-or-5½-day-week considered normal. Time should be allowed for her to brief herself before a visit and to write her reports after it. Traveling time should be considered as working time. This is not to suggest that she would not be ready to spend Saturday morning traveling; but it is unfair to expect her to devote her entire weekends and holidays to it.

Housing: A person constantly traveling needs some time for privacy to pull her thoughts together and plan for her next meeting - to write her reports and all the letters attendant to a trip - and to wash her nylons and shampoo her hair, etc. Therefore, we have learned that we should not accept invitations to stay in League homes, but should use a hotel. On national field trips we ask for a minimum rate single hotel room with bath. We recommend the same procedure to you. We average a cost of \$8.25 per day, which includes meals.

Transportation: The national Board pays a flat mileage rate to its traveling staff which includes a provision for depreciation of the car. In 1954-55 this rate is 9¢ per mile. When using her car, the national staff person should be reimbursed at the same rate as that followed by the national Board. When using public transportation she is reimbursed actual costs, except, of course, that Pullman charges should not be greater than lower berth charges. These practices should apply to the state.

FINANCIAL ARRANGEMENTS

The state League will bear the costs of work for the time devoted to its state. This includes salary, travel costs, lodging, meals, etc. The national Board will pay the cost of travel to and from the state, the salary during attendance at national Board meetings, Convention and Council, the cost of vacation and other times not allotted to the states. Travel expense from one state to another of the three will be divided equally between the two states involved.

The procedure will be as follows: The national Board will pay her salary directly. This will avoid confusion in deductions for social security, withholding tax, hospitalization, etc. The state Boards will be billed monthly for this salary to reimburse the national Board. This is entirely separate from the state's pledge to national, and it is due for payment immediately.

The state Board will pay directly to the staff person involved, the costs she will have had to assume in the state, such as lodging, meals, travel, etc. It will give her a monthly travel advance. She will submit a statement at the end of each month, remitting excess or listing additional charges. The state should reimburse her immediately.

ITINERARY

To enable us as well as her personal correspondants to communicate with her, we will need to have in the national office the names of the hotels where you have made reservations for her at least two weeks beforehand.

LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

MRS. JOHN G. LEE
President

March 24, 1955

Mrs. John Grindlay, Chairman
State Organization Committee
League of Women Voters of Minnesota
84 South Tenth Street, Room 417
Minneapolis 2, Minnesota

Dear Mrs. Grindlay:

Thank you very much for your letter of March 17 to Mrs. Horner outlining a suggested plan for her work with you in May. I am sending this on to Mrs. Horner and I am sure you will hear from her as soon as she has had time to study your request and the others which have not yet come in.

Yours sincerely,

Mrs. Newton L. Pierce
Organization Secretary

March 17, 1955

Mrs. Ray Horner
League of Women Voters of U.S.
1026 17 Street, N.W.
Washington 6, D. C.

Dear Mrs. Horner:

At our meeting in Chicago on the shared field service with Indiana and Michigan, it was suggested that we write you any questions concerning your proposed visit to the Minnesota League May 23 to 28. We thought we could make use of this time more effectively if we consulted with you on the best possible plans for those days.

First, concerning the organization committee, whose membership we are anxious to have complete to meet one day with you in May, how large should it be? Naturally, this is dependent upon many things, the duties, and plans for the year. With 54 leagues, 23 of which are in the Twin Cities area, we thought 12-14 members should be sufficient. Our main hope is to avoid the great turn over we have had heretofore, so that the valuable training they receive from you will not be wasted.

Next, the starting of new leagues: how many is it practical to try to start, and how much preparation would you suggest go into this starting? I am enclosing a map on which I have put existing leagues and on the back I have noted the classification according to population. We plan to start in Faribault, and one of the Mpls. suburbs, Robbinsdale, is that enough for September? Our hope is to get the names of interested women during the summer and have them ready for a preorganization meeting with you in September.

Your schedule during the week in May is another question. We had tentatively planned something like this and wondered what you thought of it.

Monday--Planning with staff for Board Institute

Tues.--State Board Institute

Wed--Organization committee --training of personnel and plans for summer and September visits

Thurs. Institute for local league presidents (1/2 day for small leagues, other 1/2 for medium sized, assuming large ones have proper board organization and pres. know their job)

Friday--office. How can one experienced executive secretary and one clerical worker do the office work best. Heretofore we have had two girls of "executive" caliber. One is leaving, other goes from org. secty to exec. secty and has only clerical helper. We hope that the two experienced ones can work out plan for future office management with you to get maximum use of executive and not waste her on stenographic duties as has been done in the past--and is reason for one girl leaving. This day could also be for reports of the others.

None of these meetings will take up entire day, as personnel must come from outside city so there will be time before and after these meetings for writing up suggestions etc.

We would also like to know what kind of information can be prepared in advance by us about a local league that will be adequate for you to visit that league. We have tried many forms and abbreviated descriptions of the league as an aid to visitors, and have yet to find the perfect and all inclusive description.

Any suggestions that you have for us to use your time to the best mutual advantage will be welcome. We are looking forward so much to your visit and want to devote sufficient time and thought in advance so that it will be the best possible start and preparation for your return in September.

Sincerely yours,

Mrs. John

March 9, 1956

*Home
Shared Time*

Dear Betty:

Am enclosing original letter to Mrs. Lee in answer to her request on whether or not we wish to continue in shared field staff plan and amount of time. If okay, send it on; if not, change or add to it.

Be with me in spirit from 8:00 p.m. Monday to ????.

Ethyl

March 9, 1956

Mrs. John G. Lee
President, League of Women Voters
of the United States
1026 17th St. N. W.
Washington 6, D. C.

Dear Mrs. Lee:

Replying to your letter of February 29th, this will confirm our desire to continue in the shared field staff plan next year, for the same amount of time we are using this year -- two months.

Sincerely,

Mrs. Basil Young
President

ORIGINAL SENT TO BETTY GRINDLAY FOR APPROVAL AND MAILING.

9. y

LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

*Did you
get a
copy?*

Yes.

MRS. JOHN G. LEE
President

February 29, 1956

1st Vice President
MRS. ROBERT F. LEONARD
Washington 6, D. C.

2nd Vice President
MRS. RENSIS LIKERT
Ann Arbor, Michigan

Secretary
MRS. WERNER J. BLANCHARD
Dayton 9, Ohio

Treasurer
MRS. EDWARD M. BOYNE
Pittsburgh 21, Pennsylvania

Mrs. Basil Young, President
League of Women Voters of Minnesota
University of Minnesota
15th and Washington Ave., S.E.
Minneapolis 14, Minnesota

Dear Mrs. Young:

We are trying to get as clear an understanding of our activities for the next year as is possible at this time.

While we have seen in your proposed budget that you are contemplating continuation of the shared field staff plan, I do not believe we have, as yet, received a specific letter from you about it. If Minnesota is counting on continuing this work, we would appreciate hearing from you definitely about it, including information as to the amount of time you feel you can use effectively.

DIRECTORS

MRS. DRYSDALE BRANNON
Marion, Indiana

MRS. HAROLD D. DYKE
Syracuse 4, New York

MRS. ORVILLE FOREMAN
Jacksonville, Illinois

MRS. ALF H. GUNDERSEN
La Crosse, Wisconsin

MRS. C. WALKER HAYES
Albuquerque, New Mexico

MRS. HENRY L. KILLEN
Orlando, Florida

MRS. JOHN F. LATIMER
Washington 8, D. C.

MRS. WALTER H. C. LAVES
Bloomington, Indiana

MRS. MOSES H. LURIE
Belmont 78, Massachusetts

MRS. OSCAR M. RUEBHAUSEN
New York 22, New York

MRS. WALDO E. STEPHENS
Oklahoma City, Oklahoma

Yours sincerely,

Mrs. John G. Lee
President



File

Notes on Conference with Mesdames: John G. Lee, Moses Lurie, Dyke, of National Board, Campbell and Dorsey, Indiana, Dowery and Cabel of Michigan, Grindlay and Young of Minnesota At Chicago February 25, 1955.

In re: Shared Staff Employment

Staff Member to be shared: Mrs. Horner of Washington, D.C.

She will spend one week in the Spring with each of the three states for planning purposes, her expenses to be paid by the National office.

She will come to Minnesota on May 23rd; the present plan is that she will use her car on her field trips.

The following tentative schedule was worked out between the three above mentioned states, on a two-month basis for each state, a total of 6 months for each of the two years the project is set up for.

1955		
Sept. 6 - October 3	-	Minnesota
Oct. 3 - 17 -		Michigan
Oct. 17- 31 -		Indiana
Oct. 31 - Nov. 28 -		Michigan
Nov. 28 - Dec. 12 -		Indiana
Dec. 12 - Jan. 15 -		Christmas vacation
1956		
Jan. 16 - Jan. 30 -		Indiana
Jan. 30 - Feb. 13 -		Michigan
Feb. 13 - 27 -		Indiana
Feb. 27, Mar. 26	-	Minnesota

If Minnesota should find it cannot afford the full 2-month service, Michigan will take the last two weeks in March. (Mrs. Lurie strongly advises against this however).

At the end of the first year, the state representatives will again meet and evaluate the program, and a new schedule will be set up beginning April 1, 1956.

This is a pilot project, and ~~the~~ its success will determine whether or not it will be adopted in other states.

Expenses

The national board will pay the expenses of Mrs. Horner to Minnesota from Washington, and back again at the end of the period. The states will assume the transit expense from state to state, each paying one half. For example, Minnesota and Indiana will share equally the expense of Mrs. Horner's travel from Indiana to Minnesota on Feb. 27th.

Each state will assume Mrs. Horner's expense and salary during the time she is in its state; car mileage will be 9¢ a mile. See manual for further details and policies.

Purpose and Objectives of Plan:

Embraces a totally different concept: not so much for the purpose of "starting new leagues", but to train volunteers, which includes, local and state boards as well as organization committees. We were advised not to plan on starting a flock of new leagues, but perhaps a new league as an example of how it should be done. This league should be carefully chosen.

Were encouraged to make full use of Mrs. Horner's help on state board organization, helping each board member see her inter-relationship with other members and total board responsibility, lines of communication, job analysis, decisions to be made by staff, work load, necessity of committees under each member, or at least one person who can take over.

Discussion was also had on the following:

The need for constantly looking for state board personnel, and have ~~them~~ names for members and committees in files (explained our talent file system)

County councils - the need for not making it too cumbersome; suggested a better name might be: "County Co-ordinating Committee".

Problem of smaller units divided into three or 4 levels of government. Definitely a growing problem; no pat solution; takes time.

Membership analysis: age group, economic level, kinds of members, economic level, whether housewife, teacher, business woman, etc., w

Indiana tried out a plan of sending out a questionnaire to membership chairmen asking for the names of their membership committee and their plans for getting members during the coming year, and also included the analysis. ~~xxxxxxx~~ The analysis part was successful, but no increase in members.

Charts were passed around similar to our profile, but varying in the following respects:

Milwaukee's is called a Thumb Nail History for a 5-year period.

Michigan has one with the following divisions: Age, population, present membership, 54-55 pledge, budget, finance drive, percentage of budget pledged.

We were urged to write Mrs. Horner on any question we might have, and also outlining what we would like to have her do; what she can expect.

It was emphasized that the success of this project depended upon the kind of planning that is done in advance and how well the volunteers "take over" In other words, it will mean more, not less work on our part.

Betty Grindlay and I suggest that the May planning week be used as a "State Board Institute". ^{might} Coming as it does shortly after convention, it should be an ideal time; ~~can~~ also work in local league presidents conf.

Ethyl Young

February 17, 1955

Mrs. John G. Lee
President, League of Women
Voters of the United States
1026 17th Street N.W.
Washington 6, D. C.

Dear Mrs. Lee:

Mrs. John Grindlay, Organization Chairman, and I have gone over the draft for the Manual on Shared Field Service, and have no suggestions for changing it. Everything seems to be adequately covered and coincides with our thinking on the matter.

We will be looking forward to discussing it further at the Chicago meeting.

Sincerely,

Mrs. Basil Young
President

February 16, 1954

Dear Ethyl:

Thanks for the card and the information thereon re Milw. and Chicago. I also received from the office the letter from Mrs. Lee and suggested manual for field service which is enclosed herewith. I have noted in erasable pencil a few suggestions I have, they are minor, for otherwise I think it is quite adequate.

In giving this field service business some prolonged thought, it seems to me the greatest benefit we could accrue would be the training of our own personnel, which is so clearly outlined in the second paragraph of use of staff member. For some time I questioned whether sending someone around to the leagues is going to bring results to justify the great expense. However, reading this paragraph makes me see that it could be made a very great opportunity. Here, however, let us be sure that this is not limited to the org. com. I think we should plan on a MINIMUM OF TWO DAYS, not necessarily consecutive, for the state board members to be taught. There is and has been for some time, I think, a crying need for a state board institute. What a perfect opportunity this would be for same. Also I think she could be used for the metropolitan finance drive for certainly none of our own personnel is experienced in this and an expert would be needed. The more we do this sort of thing without so much emphasis on visits to the actual leagues, the more valuable it should be. The one catch is, of course, that there cannot be a turn over in the people, or it is all wasted. When I look at the list of the org. com. one year ago, I see that one third of them are no more. I wonder how that turn over can be avoided.

Well, I did not mean to expound at this time about what we would be using her for, but rather to say that I would appreciate it if you would call me at my mother's in Milwaukee on Wednesday evening. I don't have her number as it has been changed recently, but it is Mrs. Fred C. Ellis, 2039 N. Lake Drive. I will go to the meeting on Thursday and then we could probably meet at the station at dawn Fri. morning and go down to Chicago together. If you need a bed, we can give you one Wed. and Thure nights, and she is quite conveniently located, that is very near the downtown. I will take the train from here on Wed. which gets into Milw. around 5:30 or 6. If Hope takes her car, maybe I could bum a ride back with her Sat. Mildred said that Hope had not decided definitely whether she would drive, so I suppose it will depend somewhat upon the weather.

I am all well but feeling a bit frantic on all the things that I got behind on during ten days out of circulation. It was fun to do some reading, I am even caught up on the magazines for 1955, but that's about all to be said for it.

See you next week.

LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

MRS. JOHN G. LEE
President

February 9, 1955

Mrs. Basil Young, President
League of Women Voters of Minnesota
84 South Tenth Street, Room 417
Minneapolis 2, Minnesota

Dear Mrs. Young:

Mrs. Lee asked me to thank you for your letter of February 4 telling us of the Minnesota decision as to the Shared Field Service Plan.

Let me assure you that I believe there will be many adjustments made in this plan before it goes into effect. Therefore, you should feel quite free to present your two-months recommendation to the committee in Chicago. Mrs. Lee had suggested three months but I believe it will be possible to adjust.

Mrs. Lee wrote to you yesterday about the plan and mentioned that she hoped to meet Mrs. John Grindlay in Chicago on the 25th at the Sherman hotel. She's looking forward to talking with you in Milwaukee. All of the national Board and some of the staff, including Mrs. Horner, will be in Milwaukee so there will be an opportunity to discuss various phases of the problem with several people.

Sincerely,

Mrs. Newton L. Pierce
Organization Secretary

Home
Shared Envelope

NIGHT LETTER

Mrs. John G. Lee
President, League of Women Voters
of the United States
1026 17th Street, N. W.
Washington 6, D C

Delayed answer ~~to~~ ~~letter~~ ~~shared~~ ~~employment~~ ~~to~~ ~~meet~~ ~~with~~ ~~budget~~ ~~committee~~
~~See~~ possibility ~~of~~ two month plan ~~on~~ ~~basis~~ ~~is~~ nine hundred salary ,800 travel. ~~Will~~
Letter follows ~~after~~ Board Meeting 3rd.

Mrs. Basil Young
League of Women Voters of Minnesota

sent 1/26/55 5:45 p.m.

by Barbara Stichter, Secy for term &
for Young

A
b
o
c

State

LEAGUE OF WOMEN VOTERS
OF THE UNITED STATES
1026 17TH STREET, N. W., WASHINGTON 6, D. C.

January 14, 1955

C
Mrs. John Grindlay, Chairman
State Organization Committee
League of Women Voters of Minnesota
Route 1
Rochester, Minnesota

Dear Mrs. Grindlay:

O
Thank you for your letter of January 4th. Mrs. Lee wrote to Mrs. Young yesterday in regard to the shared field service. I am attaching a copy of this letter for your information.

P
Should Minnesota wish to enter into this arrangement, I am sure you will all have many questions to discuss with Mrs. Lee and Mrs. Lurie at the meeting in February. We will, by that time, hope to have the manual ready so that it too can be discussed.

Y
Yours sincerely,

Mrs. Newton L. Pierce
Organization Secretary

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LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

MRS. JOHN G. LEE
President

January 13, 1955

Mrs. Basil Young, President
League of Women Voters of Minnesota
84 South 10th Street, Room 406
Minneapolis 2, Minnesota

Dear Mrs. Young:

The national Board has given careful consideration to the replies from state Boards to its proposal for shared employment by groups of states of national staff members. With hardly a dissenting note, the response has been most enthusiastic and even those states unable to participate in the near future expressed great interest in following the development of such a plan.

As we have explored the idea further, we have foreseen great possibilities for its contributing to the sound and productive growth of the League in the years just ahead. So that we may proceed surely and steadily on this venture, the Board has decided to undertake for the coming fiscal year only one pilot project of this nature. Although this means that we must ask some states to postpone their entry into the plan, we have chosen to make it available in 1955-1956 to the combination of states which, from the point of view of location, readiness and opportunity for notable progress and development, seems to us to offer the most favorable outlook for building up the plan successfully.

The national Board wishes, therefore, to invite the state Leagues of Indiana, Michigan and Minnesota, all of which have indicated active interest, to embark on this pilot project with us for a minimum 2 year period. At the end of the first year, we will confer with the states involved so that together we can size up its status and progress, then work out any needed modifications. After a 2 year interval of the plan in operation, we propose to make a careful analysis and a thorough evaluation with the participating states. 50

The essence of the plan is this: The three participating states would contract with the national Board for services of a member of the national staff, each state to assume approximately three months a year of staff time, though adjustments of this division would be worked out to meet each state's need. The aim would be a carefully planned special effort to build up the strength of the League within the state as rapidly as possible, with whatever help to the state Board, state chairmen and their committees is needed to develop their ability to fully carry out their responsibility. Help and guidance in organizing new Leagues, in stimulating and rebuilding weak Leagues, finance growth, developing greater competence for leadership in Program work - all these aspects of the League job in the round would come into the project. In each state the work would be tailored to the need. Although the plan would not go into effect until September 19, 1955, (immediately following the national Board meeting) we hope to assure most fruitful use of the field worker's time by careful advance planning and preparation this spring. 40

Mrs. Basil Young

- 2 -

January 13, 1955

This will require that she meet with each state Board concerned during May or June and we would also hope at that time to hold a joint meeting of the three state Boards, attended by the field worker and a representative of the national Board.

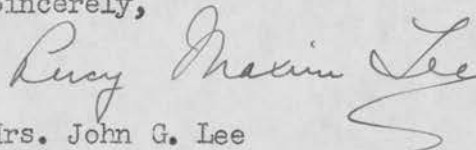
The national Board will continue, as at present, to pay the staff member's salary and each state League will reimburse the national office for salary incurred within the state.* This will be a payment separate from the state's pledge payment for national services. The cost of vacations, travel to and from Washington, D. C., attendance at national Board, Convention and Council meetings, will be assumed by the national Board. Each state will pay directly to the staff member funds to cover travel and per diem expenses within the state. We are working out a Personnel Policies Manual, to establish the ground rules for the guidance of the states and to keep practices uniform. 30

We are not attempting in this letter, to give you a detailed blueprint of every aspect of the plan. You will surely have many questions and many of the specifics remain to be worked out jointly by the three states concerned and by the national Board. To do this by correspondence is slow, inefficient and unsatisfactory, but if a small group of us sit down together for a planning session, I am sure we will advance rapidly in ironing out the wrinkles and developing a plan to our mutual advantage and satisfaction. I would therefore like to suggest that if your state is willing to engage in this cooperative effort the presidents and one other Board member of Indiana, Michigan and Minnesota Leagues meet with Mrs. Lurie and me for a planning conference in Chicago on February 25th. Since there are no national funds available, we must ask each state to assume the expense of its own participants in this meeting. Fortunately, because of the proximity of Chicago to all three states, the amount will not be great, and we are convinced that the results in sound planning will warrant the expenditure. 20

Proceeding with this project hinges, of course, on acceptance by all three states designated. Will you, therefore, let us know by January 25th the decision of your state as to sharing in this plan. 10

The project we are proposing to you is, of course, a pioneering and experimental venture but we feel confident that if undertaken at this time by these three states and with Mrs. Horner as the staff member assigned to it, it will yield mounting benefits for those taking part, as well as pointing the way to new and significant developments in field work for the Leagues of all 48 states. We are eager to know your decision. 7

Sincerely,



Mrs. John G. Lee
President

* The salary cost to each state would be approximately \$1,350 for three months. 1

3 450 months

January 13, 1955

To: Mrs. Basil Young
From: Mrs. John G. Lee

The national Board has given careful consideration to the replies from state Boards to its proposal for shared employment by groups of states of national staff members. With hardly a dissenting note, the response has been most enthusiastic and even those states unable to participate in the near future expressed great interest...

As we have explored the idea further, we have foreseen great possibilities for its contributing to the sound and productive growth of the League in the years just ahead. So that we may proceed surely and steadily on this venture, the Board has decided to undertake for the coming fiscal year only one pilot project of this nature. Altho this means that we must ask some states to postpone their entry into the plan, we have chosen to make it available in 1955-56 to the combination of states which, from the point of view of location, readiness and opportunity for notable progress & development, seems to us to offer the most favorable outlook for building up the plan.

The national Board wishes, therefore, to invite the state Leagues of Indiana, Michigan, and Minn., all of which have indicated active interest, to embark on this pilot project with us for a minimum 2-year period. At the end of the 1st year, we will confer with the states involved so that together we can size up its status and progress, then work out any needed modifications. After a 2-year interval of the plan in operation, we propose to make a careful analysis and a thorough evaluation with the participating states.

The essence of the plan is this: The 3 participating states would contract with the national Bd. for services of a national staff member, each state to assume approximately 3 months a year of staff time, though adjustments of this division would be worked out to meet each state's need. The aim would be a carefully planned special effort to build up the strength of the League within the state as rapidly as possible with whatever help to the state Board...is needed to develop their ability to fully carry out their responsibility. Help and guidance in organizing new Leagues, in stimulating and rebuilding weak Leagues, finance growth, developing greater competence for leadership in Program work - all these aspects of the League job in the round would come into the project. In each state the work would be tailored to the need. Altho the plan would not go into effect until Sept. 19, 1955 (immediately following nat'l. Board mtg.) we hope to assure most fruitful use of the field worker's time by careful advance planning and preparation this spring.

This will require that she meet with each state Bd. concerned during May or June & we would also hope at that time to hold a joint mtg. of the 3 state Boards, attended by the field worker & a representative of the nat'l. Bd.

The nat'l Bd. will continue to pay the staff member's salary & each state League will reimburse the national office for salary incurred within the state. (The salary cost would be approximately \$1,350 for 3 months.) This will be a payment separate from the state's pledge for national services. The cost of vacations, travel to & from Washington, D. C., attendance at nat'l. Bd., Convention & Council mtgs., will be assumed by the nat'l. Bd. Each state will pay directly to the staff mbr. funds to cover travel and per diem expenses. We are working out a Personnel Policies Manual, to establish ground rules for guidance of states and to keep practices uniform.

We are not attempting to give you a detailed blueprint of every aspect of the plan. ...I would like to suggest that if your state is willing to engage in this cooperative effort the presidents and 1 other Bd. mbr. meet with Mrs. Lurie and me for a planning conference on Feb. 25. Since there are no nat'l. funds available, we must ask each state to assume the expense in this meeting. ...Proceeding with this project hinges, of course, on acceptance by all 3 states designated. Will you, therefore, let us know by Jan. 25 the decision of your state as to sharing in this plan.

The project we are proposing to you is, of course, a pioneering & experimental venture but we feel confident that if undertaken at this time by these 3 states and with Mrs. Horner as the staff member assigned to it, it will yield mounting benefits for those taking part, as well as pointing the way to new and significant developments in field work for the League of all 48 states. We are eager to know your decision.

✓ ATTENTION STATE BOARD MEMBERS: Please send your reaction to this letter to Mrs. Young by Friday, January 21.

January 4, 1955

Mrs. Newton L. Pierce,
Organization Secretary
League of Women Voters of U.S.
1026 17 Street, N.W.
Washington 6, D.C.

Dear Mrs. Pierce:

Mrs. Basil Young received a letter from you dated December 2 concerning plans for shared field service, which she referred to me for reply. I hope my long delay, due to your know-what, has not inconvenienced you and your staff greatly.

The amount of time Minnesota could employ a national staff person is of course dependent entirely on the budget adopted at our State Convention May 13. However, it seems safe to say that four weeks in all, in two installments of two weeks each, would be as much as we could afford to spend, for the budget was increased substantially this past year to include Miss Shanks' services, which amounted to \$400 for about four weeks. Since we plan to follow our own suggestion of having the visitor stay in hotels, rather than "free league lodgings", this would be a very minimal figure for travel expenses, and there is the additional salary to be added.

If the suggested times of October and April cannot be worked out satisfactorily, I am sure we can find other times that would be suitable. Just exclude from your consideration the period between Nov. 15 and April 1, for in Minnesota it is not practical to plan much travel then. We would not be very enthusiastic about any of the three summer months either, for it seems as if there are at least a third of our league personnel gone on vacation during each of them. I see that this leaves the not very wide choice of September, October, April and May.

We will be looking forward to hearing what plans you can make for us, and hope that this is sufficient lee-way to fit in Minnesota conveniently. Mrs. Hargraves tells me that our neighboring states are not able to participate in this plan, which I am afraid will not make it an easy one to arrange.

Sincerely yours,

Mrs. John Grindlay, chairman
State Organization Committee

Orig F 2 D 3 D 13

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. No meeting with Horner.

2. How could the conferences and visits have been more helpful to you or to your League?

2.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. (See over) Yes!!!

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. No. Individual conferences do not sound helpful.

Would you prefer this conference type meeting to a meeting with your full board?

No.

Do you want both?

No.

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

This might be workable.

3. What help have you needed that we have not supplied?

3.

4. Would you like us to conduct Board Training Institutes ?

4.

If so, when? (fall, after your annual meeting, when?)

Think this would be good if you could get to new Board at first meeting after Annual Meeting. (See over for another thought.)

5. Will you comment further here? or on the other side of the paper?

5.

Date July 13, LWV of Bloomington, By Luella Newstrom
(President)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1.

One board member was completely at sea after listening to Mrs. Horner as she felt no one in our League is interested in having such a high pressure group. The other two board members who were impressed and enthusiastic are no longer on the board. What more to say?

2. How could the conferences and visits have been more helpful to you or to your League?

2.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1.

I believe it would give our board a better understanding of their problems if they could see that the problems are universal (nearly) and get us a bit away from this idea of "but we are different.."

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2.

Would you prefer this conference type meeting to a meeting with your full board?

I think the meeting with the whole board is probably less time consuming for the state org. people -- and I've felt we all profit by hearing of the other fellows' posers.

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

Finance, the bug-a-boo.

3. What help have you needed that we have not supplied?

3.

4. Would you like us to conduct Board Training Institutes?

4.

Very much. In that I feel someone from outside your board locally would be much more effective. Two months after the annual meeting.

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5.

Date July 11/1956, LWV of Afton-Lake land, By Shirley Kerr
(president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. *To some extent.*

2. How could the conferences and visits have been more helpful to you or to your League?

2. *By grouping leagues according to size.*

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. *See number 2.*

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. *No, we don't feel that it would be.*

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. *Yes.*

Would you prefer this conference type meeting to a meeting with your full board?

No

Do you want both?

yes

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

yes - good idea

3. What help have you needed that we have not supplied?

3. *Speakers this spring for our annual meeting.*

4. Would you like us to conduct Board Training Institutes?

4. *Fine plan - in the spring to orient new board members.*

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5.

Date July 12, LWV of Austin, By Mrs. Dean White
(president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. Mrs. Horner did not visit our League and I was unable to attend the meeting this spring for this area. Our distance from Minneapolis does make it difficult.

2. How could the conferences and visits have been more helpful to you or to your League?

2.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. I think it would. Cass Lake, Bemidji, and Park Rapids could meet together.

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. An all-day meeting including conferences with individual Board members and a meeting with the full Boards of the three Leagues.

Would you prefer this conference type meeting to a meeting with your full board?

I think committee members certainly should be invited to attend.

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

3. What help have you needed that we have not supplied?

3. So far, I have found the State office very helpful.

4. Would you like us to conduct Board Training Institutes?

4. Of course, we would like them, but again our distance from the Twin City area, where they would probably be held, would likely keep us from attending.
Early Fall would be best.

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5.

Date July 11, 1956, LWV of Bemidji, By Hazel Shimmin
(president)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. Better board integration, more enthusiasm for action and better program implementation.

2. How could the conferences and visits have been more helpful to you or to your League?

2. Better attendance would help, our day (April 7) was not good.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. Fewer subjects discussed in greater detail

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. Yes

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2.

Probably not.

Would you prefer this conference type meeting to a meeting with your full board?

No

Do you want both?

Not necessarily

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

Yes, when planning activities such as finance drive.

3. What help have you needed that we have not supplied?

3. None, as we feel free to ask for help.

4. Would you like us to conduct Board Training Institutes?

4. Yes!

Last of August or first of Sept.

If so, when? (fall, after your annual meeting, when?)

Would prefer board training

5. Will you comment further here? or on other side of the paper?

5. instituted on area basis instead of going to Duplo. or St. Paul.

Date Aug. 1956, LWV of St. Cloud, By Irene A. Nordling (president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

Sorry, this is late!

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

2. How could the conferences and visits have been more helpful to you or to your League?

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

ANSWERS

1. *Helped individuals to know how to do their jobs - especially - start "small" and work gradually up to bigger projects, etc.*

2. *more time to visit individually with Mrs. H. and state officers*

3. *"table talks" for individual League problems*

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

3. What help have you needed that we have not supplied?

4. Would you like us to conduct Board Training Institutes?

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

ANSWERS

1. *Both are helpful*

2. *yes*

No; full board not necessary
yes

3. *—*

4. *Not necessarily - they can make use of the Handbook*

5. *Our Chairmen would like personal letters from their state Chairmen.*

Date Aug. 13, LWV of Wells, By Mrs. Manville Oren (president)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

2. How could the conferences and visits have been more helpful to you or to your League?

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

ANSWERS

1. general orientation, briefing on jobs and interrelations of board jobs. - new board members particularly come away with greatly increased awareness of their particular job and League in general.

2. in general.

3. Board training institute as early as possible in fall would be most helpful.

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

3. What help have you needed that we have not supplied?

4. Would you like us to conduct Board Training Institutes?

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on the other side of the paper?

ANSWERS

1. No - difficult to arrange time. Could not transact regular business. would have to be extra meeting.

2. possibly -

possibly - do you mean area meetings? for orientation of members? or committees of local leagues?

3.

4. Yes - early fall

5.

Date July 31, LWV of Maum, By Natalie Jones,
(President)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied?
4. Would you like us to conduct Board Training Institutes ?
If so, when? (fall, after your annual meeting, when?)
5. Will you comment further here? or on the other side of the paper?

ANSWERS

1. She clarified our thinking on a number of problems, namely: finance drives(who to call on) new ways to gain members, gave help to our local agenda item.
2. However, Miss Shanks gave us much the same type of help when she was here.
3. Organizing of new leagues in this part of the state would help.

ANSWERS

1. Yes, it would. We liked the joint meeting with Worthington last fall.
2. Yes, when the board members are new to their responsibilities on the board.

No. In a small group like ours the whole board has to work on most of the items so they need to know the total picture well.

No. We have very few committee members who aren't also on our board. General information for the whole board gives the necessary leadership for committee work.
3. the whole board gives the necessary leadership for committee work.
4. Yes, after the annual meeting in March. Area board training would be fine. New and old board members from leagues in this area could meet for one day. Spend one half day for training. Perhaps the rest of day on special problems of individual leagues.
- 5.

Date July 31, 1956, LWV of Jackson, By Mrs. Donald Doll,
(President)

Sorry to be late with my reply but we have been gone for a month and the mail has really accumulated.

If an area board training institute is held than I can see no reason for a state board member or national worker to still meet with the local leagues unless they have some special problem which needs that extra attention.

Jackson I am sorry to say has been dreadfully handicapped this past year by various circumstances over which we seem to have no control. Our president was ill for several months, our first vice pres. took full time employment and our second vice is the mother of four small children and lives on a farm besides so there was a definite lack of leadership. When we start meeting in September we hope things will be looking up for us.

We are proud to report that our local agenda item passed with flying colors and the sewage disposal plant will soon be a reality. Other organizations got behind it too at the request of the League.

Mrs. Horner has gotten us off to a new understanding of finance and we feel that we can move along quite well in voters service this fall.

We did not attend the meeting at Owatonna because Mrs. Horner and Mrs. Hill were coming directly to us the next day. However we are much in favor of that type of one day meeting and preferably on a Saturday when we can get baby sitters and an occasional driver for cars. It is very difficult for us to come into Mpls. any other time other than for the convention or council meetings. We had hoped to arrange with Worthington to take turns driving in to the city meetings but this has not worked out at all.

We worked hard on Constitutional Revision both in April and May and will get back at that as soon as we get our Voters Service planned and under way for the fall months.

Vacations prevented our meeting sooner to fill out this form.

To: Local League Presidents

From: Mrs. O. H. Anderson, Organization Chairman, State Board

Sorry we are late July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied?
4. Would you like us to conduct Board Training Institutes?
If so, when? (fall, after your annual meeting, when?)
5. Will you comment further here? or on the other side of the paper?

ANSWERS

1. Mrs. Horner helped to "iron out" differences between our local league and state office and directed our attention toward the important league work.
2. In the short Mrs. Horner had in our part of the state we feel that her time was well spent.
3. —

ANSWERS

1. No. We feel that our meeting with Mrs. Shindley last October did more to stimulate league work this year than a group meeting.
2. Because our board consists of only six members we prefer a meeting with our full board. We felt each board member benefited personally from Mrs. Shindley's visit.
3. None
4. Yes, but so many of our members would not be able to attend because of their employment.
5. —

Date August 6, 1956, LWV of New Ridland, By Mrs. Ralph Borchard
(President)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

3. What help have you needed that we have not supplied?

4. Would you like us to conduct Board Training Institutes?

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

1. My only comment:
2. A method to reach the membership - rather than the board, is necessary. The board is active and very interested (the only ones in the league who are)
3. but we have trouble transferring that enthusiasm to the general membership (over)
4. general membership (over)
5. general membership (over)

Date July 12, LWV of Falcon Heights By Mrs Philip Stocker
(president)

I realize this is a hard job - but
 either the capability or tools are
 lacking.

Thank you for the information. I will be in touch with you again.

QUESTIONS

QUESTIONS TO THE BOARD

1. If you have any questions, please let me know.
2. How could the organization and staff be better served?
3. What suggestions do you have for the future?

ANSWERS

ANSWERS TO BOARD QUESTIONS

1. I would like to see more information to you.
2. I would like to see more information to you.
3. I would like to see more information to you.
4. I would like to see more information to you.
5. I would like to see more information to you.
6. I would like to see more information to you.
7. I would like to see more information to you.
8. I would like to see more information to you.
9. I would like to see more information to you.
10. I would like to see more information to you.

My only comment
 is that the board
 the membership is
 than the board
 necessary. The board
 is active and busy
 interested (the only
 and the board
 but we have
 transferring that
 to the board

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied?
4. Would you like us to conduct Board Training Institutes ?
If so, when? (fall, after your annual meeting, when?)
5. Will you comment further here? or on the other side of the paper?

ANSWERS

1. 1. Suggestions on increasing membership
2. Approaches to new contributors in finance drive.
3. Use new members in some capacity - committees, etc.
4. Encouraged members to avail themselves of all tools.
(see back of this sheet)
It seemed that too much time was spent on the new Leagues' problems - these could have been ironed out by the organizational chairman leaving more time for problems of interest to both new and old Leagues.

ANSWERS

- 1.
2. During this past year we didn't specifically invite a state board member to visit our local board meeting - possibly because the services of Mrs. Grindlay and Mrs. Hill were so readily available to us when the need arose.
Mrs Hill was especially helpful with any phase of state publications.
- 3.
- 4.
- 5.

Date July 10, 1956, LWV of ROCHESTER, By Mrs. John Sullivan
(President)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful. *over*

1.

2. How could the conferences and visits have been more helpful to you or to your League? *no suggestion.*

2.

3. What suggestions do you have for the better use of Mrs. Horner's time next year? *over*

3.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. *Yes it would be stimulating but possibly impractical.*

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

2. *In general, meeting with the whole board is better but in a few instances it would be helpful to meet with ind. I would like a committee in the fields of meetings & public relations.*

3. What help have you needed that we have not supplied?

3.

4. Would you like us to conduct Board Training Institutes ?

If so, when? (fall, after your annual meeting, when?)

4.

4. *Yes - definitely. After annual meeting.*

5. Will you comment further here? or on the other side of the paper?

5.

Date July 17, LWV of Red Wing, By Mrs Winston Miller
(President)

1. The President was helped ~~terribly~~ tremendously. During the discussions held at the conference many problems pertaining to finance, public relations, & membership were simplified by receiving concrete suggestions in many cases. I feel the other board members who spent some time with Mrs Horner gained a lot too as she is an inspiring person.

3. It would be wonderful if Mrs Horner could attend either a board meeting or membership meeting. Many of our present board didn't have a chance to talk with her last March. We will probably be better organized for the next visit. If Mrs Horner could attend a membership meeting it would be a great inspiration for a greater number of League members.

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied?
4. Would you like us to conduct Board Training Institutes?

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

ANSWERS

1. We were very satisfied with the arrangements made for Mrs. Horner to visit our group. Although I was unable to attend the meeting the reports of it were very encouraging and there seems to be a renewed interest in our League. Mrs. Horner's enthusiasm for League work was very catching!
2. yes. The only drawback would be the distance one would have to travel to such a meeting.
3. we prefer a meeting with the full board.
4. no

5. help given has always been satisfactory.
6. no

Date July 11, 1956, LNW of Tracy, By Mrs. R. L. Donaldson
(president)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied?
4. Would you like us to conduct Board Training Institutes ?
If so, when? (fall, after your annual meeting, when?)
5. Will you comment further here? or on the other side of the paper?

ANSWERS

1. We cannot honestly say that she influenced them.

Unfortunately because of the size of the

2. Mpls. League its problems are for the most part quite different from other Leagues. Therefore general discussion is of little help to us.

3. Basically we feel there is no easy answer to our problems and fundamentally the solution is finding good people to do the jobs. Unless Mrs. Horner has some new and startling ideas, we feel her work here next year would be repetitious.

1.

2.

We had no state board visitors. Mrs. Young and I briefly talked about it at national convention and perhaps this is the time to start some kind of planning for a two-way exchange.

3.

4.

5.

Date July 19, 1956, LWV of Minneapolis, By Mrs. Frederick King
(President)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

3. What help have you needed that we have not supplied?

4. Would you like us to conduct Board Training Institutes?

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

ANSWERS

1. Gave specific examples of experiences for board members with different portfolios
2. If our entire membership could have heard her (this of course, was our failure)
3. Meeting with another League would conserve her

ANSWERS

1. time & benefit both as she could help draw out & compare various approaches to similar problems
2. No. The full Board visits work better for with just one League's Board

Both - perhaps having full Board present at beginning of meeting & then having group adjourn to other room & then short individual conferences

3. Securing active members - We have not before specifically requested it - but sure could use suggestions!!
4. Yes - after annual meeting

Date July 17, 1956, LWV of Excelsior, By Norma Schoenfeld
(president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied? *can't think of anything*
4. Would you like us to conduct Board Training Institutes?
If so, when? (fall, after your annual meeting, when?)
5. Will you comment further here? or on the other side of the paper?

Date July 18, 1956, LWV of Owatonna

ANSWERS

1. *The fault lies not with Mrs. H., who does an excellent job, but with our individual board members. Therefore, no answer to 1. & 2. Our board mbrs. were very inspired & pepped up after meeting with Mrs. H., but the "glow" wears off soon as is the case with human nature. If we all had more time & energy & more members in our League to help, we could do a better job. Half our mbrship is on the board as it is.*

ANSWERS

1. *yes. "Misery loves company" therefore we'd like to learn of other Leagues problems - and accomplishments too, of course! In that respect, Mrs. H's visit was*
2. *profitable.*
No - I think we would operate together as a board if we all understand the other person's job. Therefore, I'd prefer conferences with the entire board. The Owatonna board still makes most decisions as a unit, but I've been trying to encourage more individual preliminary work, more initiative. That is my No. 1 problem, and it's an uphill battle. I think if we're put on
3. *the spot in front of our fellow board mbrs. we'll realize our shortcomings better. Therefore I veto individual*
4. *conferences!*
Right at this point, I think our board mbrs. have enough information about their jobs. They haven't absorbed what they have learned. I sound very harsh on my board mbrs.
5. *Actually, there are many reasons - other activities, families etc. - why none of us (including myself) are doing as well as could be.*

(President)

Mrs. W. C. McCarthey

(over)

As far as our board is concerned, the function most needed from the state board, is to prod us onward & upward. We have been failing to "take it from there." All in all, you're doing a good job, and though we may not be making progress, we need that occasional prod.

To take us to whom weekly for 1945-46, will you please make this questionnaire, and return to the state office by July 15. Keep a copy for your files.

QUESTIONS to Mrs. H. H. H. H.

1. Is your board members' understanding and performance better since meeting with Mrs. H. H. H. H. in that way she was helpful?
2. How could the conference and visits have been more helpful to you or to your board?
3. What suggestions do you have for the better use of Mrs. H. H. H. H. time next year?

QUESTIONS to State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighboring boards at the time of visits by state board members?
2. Would conferences with individual board members be helpful to you as the State Board of State Organization Committee member visits you?
3. Would you prefer this conference type meeting to a meeting with your full board?
4. Do you want both?
5. Would you like a meeting with committee to specific fields such as finance, program, service, etc.?
6. What help have you needed that we have not supplied?
7. Would you like us to contact 2-nd Training Institutes?
8. If so, when (fall, after year annual meeting, when)?
9. Will you contact our new board or on the other side of the page?

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

ANSWERS

- Some how we missed Mrs. Horner's visit in these parts. We received a tentative schedule in Feb. - but had no special notice of a definite meeting date.*
- 1.
 - 2.
 - 3.

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

ANSWERS

1. No. (except in case of Bd. Training Institute).

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

2. We would like a meeting with the board as a whole, and then individual conferences with Board members who felt the need - or desired it.

3. What help have you needed that we have not supplied?

3. We feel well taken care of and know (now) where to turn for help needed.

4. Would you like us to conduct Board Training Institutes?

4. A good idea - we think - (if not too distant from us!) + limited to a one day or part day session. Late Fall - October best for us here in C.L.

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5.

Date July 18, 1956, LNW of Cass Lake, By Mrs. C. R. Swenson
(president)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.
2. How could the conferences and visits have been more helpful to you or to your League?
3. What suggestions do you have for the better use of Mrs. Horner's time next year?

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied?
4. Would you like us to conduct Board Training Institutes ?
If so, when? (fall, after your annual meeting, when?)
5. Will you comment further here? or on the other side of the paper?

ANSWERS

1. Mrs. Horner helped me, as a new President, to understand the over all organization better. She gave me a more concisely rounded out picture, giving proper attention to all phases of League work. I'm sure it will be a big help to me this fall when we start active work to have met with her. She instilled enthusiasm for our work and gave all of us attending an aim and direction for planning.

ANSWERS

1. I do think it would be stimulating to meet with neighbor Leagues and encourage any cooperative effort possible because I feel this gives members a better feeling
2. of "belonging" to the larger organization and the true effectiveness of League is through cooperation.
We are planning more work on how to hold discussion meetings this fall, and individual conferences on this line would be most helpful. We may hold this along with work shop meetings on several topics. Actually all state meetings I have attended have been most helpful and the other girls in my League feel the same way. You are doing a wonderful job.
- 3.

4. *Sorry to be so general, but as a board were only beginning our work and really don't know our needs yet.*
- 5.

Date July 17, LWV of Roseville, By Mrs. Paul D. Boyer
(President)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

2. How could the conferences and visits have been more helpful to you or to your League?

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

ANSWERS

1. *She took each board position individually, explaining all problems. Very helpful.*

2. *The St. Cloud conference was a bad day for us and none could attend.*

3. _____

QUESTIONS re State Board Visits

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

ANSWERS

1. *It might be.*

2. *Yes*

No, as being new, we all need to know more about all board positions.

→ Yes ? Finance.

3. What help have you needed that we have not supplied?

3.

4. Would you like us to conduct Board Training Institutes ?

4.

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on the other side of the paper?

5. Too new to comment. Any help we get is greatly appreciated.

Date July 16, LWV of Moorehead, By Mrs. Stan Bristol,
(President)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. The job responsibilities were outlined in a very understandable manner, and the enthusiasm for League was so contagious that the girls performed better.

2. How could the conferences and visits have been more helpful to you or to your League?

2. I think they were wonderfully helpful because of the technique of having the group decide the agenda.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. I would like to see a workshop for the whole local League board.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. It might be. We got a lot of help from Mrs. Schroeder's visit last year. It might be stimulating to meet the board members from another League.

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. I think any time a State Board member talks individually with a local League board member, it is helpful. However, it seems to me that when the whole Board meets, something is gained in enthusiasm. Let's have both!

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

Yes.

3. What help have you needed that we have not supplied?

3. The State office has been helpful in every way.

4. Would you like us to conduct Board Training Institutes?

4. Yes.

If so, when? (fall, after your annual meeting, when?)

Probably late summer or early fall.

5. Will you comment further here? or on other side of the paper?

5. I personally gained a great deal from Mrs. Horner's visit and would like to have my whole Board benefit from knowing her.

Date July 23, 1956, LWV of White Bear Tnship, By Mrs. Fred J. Frost
(president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. Her suggestions on organizational procedures were very helpful and the contacts with Mrs. Horner and other Leagues was inspiring.

2. How could the conferences and visits have been more helpful to you or to your League?

2. To have one in Duluth

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. None except we would like to have her in Duluth so more members could meet her.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. The distance would make it rather difficult.

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. yes

Would you prefer this conference type meeting to a meeting with your full board?

no

Do you want both?

yes

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

3. What help have you needed that we have not supplied?

3. you have been most helpful.

4. Would you like us to conduct Board Training Institutes?

4. yes, in mid. April to May or early fall.

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5. I should like to apologize for not visiting the Hilling League. Weather, a local campaign, then illness prevented.

Date July 21, 1956, LWV of Duluth

By Mrs. G. von Glahn
(president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. Our board enjoyed Mrs. Horner's visit so very much, and while there was so definitely outstanding way, there were many smaller details that helped us.

2. How could the conferences and visits have been more helpful to you or to your League?

2. We liked the informality of the meeting.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. None

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. We feel it would be difficult in our situation as we are the only League in this county.

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. That would depend on the time and material involved.

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

3. What help have you needed that we have not supplied?

3. None, and we wish to thank the State Office for its cooperation

4. Would you like us to conduct Board Training Institutes?

4.

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5.

Date July 25, 1956, LNW of Buffalo, By Irma K. Streiff, V.P.
(president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. Stressing the need to have worthwhile local agenda.
Clarifying responsibilities of various chairmanships, and value of each in the total League program of work

2. How could the conferences and visits have been more helpful to you or to your League?

2. We have felt they were of maximum helpfulness, but see below for recommended change.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. We were a part of a group League meeting as well as having Mrs. Horner individually. We ~~would~~ like to see two or three chairmen called in for area conferences instead of officers--especially Voters' Service, Pub. Rel. and membership.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. Yes

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. Not as routine procedure - definitely on basis of local League's special problems as seen by themselves. We would prefer to have the full board idea with special time allowed in case of special problems.

Would you prefer this conference type meeting to a meeting with your full board?

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

Not especially with a member of State Bd. of State Organization as much as with Mrs. Horner or whoever in an area conference as indicated above.

3. What help have you needed that we have not supplied?

3. We think you have been of superb help - more than we could actually make use of, worse luck.

4. Would you like us to conduct Board Training Institutes?

4. We feel that your State Board minutes are valuable. The July '56 especially so in giving a pattern of Board procedure. An institute concentrating on Bd. Responsibilities might be good but we would like institutes minimized

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5. We hope with your help to pull out of the duldrums.

Date 7-28-56, LNV of Brainerd, By Georgiana P. Darling (president)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. *Think she fosters "morale" and gives a lift to board members -*

2. How could the conferences and visits have been more helpful to you or to your League?

2.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. *Think she should have more contact with general membership -*

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. *yes -*

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2. *yes -*

Would you prefer this conference type meeting to a meeting with your full board?

yes -

Do you want both?

yes -

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

yes -

3. What help have you needed that we have not supplied?

3.

4. Would you like us to conduct Board Training Institutes?

4. *yes -*

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper?

5.

Date

LWV of

Alexandria

By

Lucille O. Buttz.
(president)

(over)

Dorothy - We all think the area Conference type was very
successful with Mrs. H - The girls come back from St.
Cloud so enthusiastic - Shared troubles & solutions seem
to help! I stated on the other side more membership meeting
with Mrs. H - but we had a very discouraging turn out when
she was here - weather bad, etc - & it's hard to get them
together on a non-League night - but I still think she's
valuable for general membership - Sorry I didn't get
this to you sooner - but wanted the Board to make
suggestions -

L.C.B. -

Dear Mrs. Anderson:

Sorry to be late but have been on
a little trip and just returned home. I Trust
this isn't too terribly late.

Sincerely,

Christina Ostigam
(Mrs. Karl Ostigam)

July, 1956

To: Local League Presidents

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. Was only able to get one other to attend but am sure it will be valuable to her.

2. How could the conferences and visits have been more helpful to you or to your League?

2. Only through our own board members attending.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3. For our League if there could have been two sessions on separate days more could have attended.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. Yes, I am sure of it. I believe the enthusiasm of others would inspire our members to strive a little more.

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2.

Would you prefer this conference type meeting to a meeting with your full board?

No, unless there would be a full board meeting after individual conferences.

Do you want both?

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

Yes, I think that would be most helpful.

3. What help have you needed that we have not supplied?

3.

4. Would you like us to conduct Board Training Institutes?

4.

Personally and I think for smaller leagues as ours it would help.

If so, when? (fall, after your annual meeting, when?)

After our annual meeting in the Spring.

5. Will you comment further here? or on other side of the paper?

5.

Date JULY '56

, LWV of Golden Valley

, By

Mrs. Pearl Cootigan
(president)

To: Local League Presidents

July, 1956

From: Mrs. O. H. Anderson, Organization Chairman, State Board

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through ; 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful.

1. Our board did not have a conference with Mrs. Horner

2. How could the conferences and visits have been more helpful to you or to your League?

2.

3. What suggestions do you have for the better use of Mrs. Horner's time next year?

3.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members?

1. Yes

2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you?

2.

Would you prefer this conference type meeting to a meeting with your full board?

No

Do you want both?

No

Would you like a meeting with committees in specific fields such as finance, voters service etc.?

This could be very helpful, especially for finance and voters service

3. What help have you needed that we have not supplied?

3. none

4. Would you like us to conduct Board Training Institutes ?

4. Very good idea, except that it is always difficult to get board members to attend extra meetings outside the village

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on the other side of the paper?

5.

Date July 30, 1956, LWV of Richfield, By Mrs. O.J. Janski
(President)

To: Local League Presidents
From: Mrs. O. H. Anderson, Organization Chairman, State Board

July, 1956

For eight weeks (two periods) during 1955-56 we have had the benefit of the services of Mrs. Errol Horner of the national staff under the Shared Staff Plan. The purpose of this plan is to strengthen the League of Women Voters of Minnesota through: 1) the development of cooperation between local, state, and national boards; and 2) the building of leadership at all levels.

We have held area and state wide conferences on membership, program, finance, public relations, and metropolitan area problems. We have also had conferences with small groups of Leagues, and some individual League meetings.

To help us to plan wisely for 1956-57, will you please answer this questionnaire frankly and return to the state office by July 15. Keep a copy for your files.

QUESTIONS re Mrs. Horner's Visits

ANSWERS

1. If your board members understand and perform their jobs better since meeting with Mrs. Horner, please tell us in what ways she was helpful. 1.
2. How could the conferences and visits have been more helpful to you or to your League? 2.
3. What suggestions do you have for the better use of Mrs. Horner's time next year? 3.

QUESTIONS re State Board Visits

ANSWERS

1. Would it be more stimulating to your board if you met jointly with neighbor Leagues at the time of visits by State Board members? 1.
2. Would conferences with individual Board members be helpful to you at the time a State Board of State Organization Committee member visits you? 2.
Would you prefer this conference type meeting to a meeting with your full board?
Do you want both?
Would you like a meeting with committees in specific fields such as finance, voters service etc.?
3. What help have you needed that we have not supplied? 3.
4. Would you like us to conduct Board Training Institutes? 4.

If so, when? (fall, after your annual meeting, when?)

5. Will you comment further here? or on other side of the paper? 5.

Date _____, LWV of _____, By _____ (president)

*Dear Dorothy,
Sorry not to get this to you. I've been out of town & didn't see it until 24th. Love, Ann Duff*

LEAGUE OF WOMEN VOTERS

OF THE UNITED STATES

1026 17TH STREET, N. W.



WASHINGTON 6, D. C.

MRS. JOHN G. LEE
President

January 24, 1957

Mrs. Basil Young, President
League of Women Voters of Minnesota
15th and Washington Avenue S.E.
Minneapolis 14, Minnesota

Dear Mrs. Young:

Thank you for your letter of January 21 evaluating the shared staff plan as it worked out in Minnesota. Mrs. Lee is on a field trip now and I shall see that she sees your letter immediately upon her return. In the meantime, I am having the letter copied and sent to the entire national Board for their guidance.

Yours sincerely,

Mrs. Newton L. Pierce
Organization Secretary

BP/blc

Shared Staff

January 21, 1957

Mrs. John G. Lee
President, League of Women Voters
of the United States
1026 17th Street, N. W.
Washington 6, D. C.

Dear Mrs. Lee:

In re: Shared Staff Plan

In evaluating our shared field staff plan the past two years, we feel that a one-year period with two four week periods at least six months apart, to permit a return visit to check on progress, is about right for a state with well established leagues, like Minnesota.

One of the problems for us was knowing when to leave everything to Mrs. Horner and when to use our own people. The first year we sort of felt our way and played it by ear, letting Mrs. Horner take the lead. This last year we have used many State board and organization committee people. The experience and training they received watching and working with her in the various steps has been invaluable, and it also served to establish a closer relationship between local leagues and their state board and organization committee. I think, too, our good committee structure in all portfolios is a direct result of Mrs. Horner's training. We held board institutes and individual committee meetings with her at the beginning of each year.

We have found that the smaller the meeting, as in area conferences, the better the participation and results. The local leagues have liked having Mrs. Horner to themselves, yet that is an expensive use of her time, unless there is an extreme emergency.

I think we can say that the city-county experiment is a success, although there are still many problems to work out as we go along, but believe it will be handled much more skillfully due to Mrs. Horner's good training.

All in all, this has been a most productive experience for us. New leagues have been started, weak ones strengthened, and it has helped our leagues get a clearer picture of the close integration of local, state and national levels, the problems of boards, and the importance of membership participation.

It had the anticipated result of our facing up to the need of staff help on organization. Volunteers simply cannot handle it alone. Beginning April 1st one girl will devote one-half of her time to organization work in the field. We will also have another full-time staff person, in addition to the clerical help we receive through the State Organization Service under which we operate at the University.

We are grateful for the opportunity of sharing in this plan, and heartily recommend its use to other states.

Again, thanks for the wonderful lift you gave the Duluth, Hibbing and V. Leagues. They are still talking about it, and quoting you. It was a real pleasure, too, for me to have that time with you.

cc: Anderson

Sincerely,

F2 D 3 C 12 a

Mahtomedi 15, Minnesota
April 24, 1957

League of Women Voters of the U.S.
126 17th S.W.
Washington 6, D. C.

Dear Mrs. Horner,

In looking back over our two years of shared national staff, we certainly must conclude that it has been an outstanding success in every way. The fine attendance and participation at all area meetings, the eagerness with which local Leagues planned for your individual visits, the many requests we had for your time, all bear out my own feeling that we are a stronger and more effective League after this experiment.

The areas in which we made special progress are these:

1. Organization and proper use of committees
2. Understanding of the individual League portfolios
3. Fine development in organization techniques--results already evident in our new Provisionals
4. Much better concept of the work of State and Local Boards--their interrelationship and the need for stronger ties between them
5. Fine development of understanding on the part of the State Board of its responsibility--especially for Organization--and a willingness to do Field Work.
6. In the special fields, I think our Large Suburban Conference was outstanding, as well as our Legislative Conference and Presidents' Conference last fall. The training for the new State Board was excellent; we now have a good number of people trained to train other leaders.

I must say that the caliber of the National staff person doing this type of work would make the difference between success and failure. The genuine affection in which you are held here in League circles is proof that you not only "knew your stuff", but knew how to pass it along to us in a persuasive and understandable manner. You have helped rekindle a real "relish" for the work of the League; I personally have never needed stimulation, but the knowledge we have gained has given us much needed confidence. We shall miss you, but our growth can be a real source of satisfaction to you; I know we would not have handled our problems well without you.

See you at Council.

Affectionately,