March 12, 1968

TO: Winick, Braunagel, Martin, Joor
FROM: Ramey
RE: Field Service

MAR 15 RECD

Before I begin this pre-dawn epistle, let me say that were I to dnalyze myself for doing this 10 days before convention, and literally hours of work facing me, I would have to say this must be a form of escapism, pure and simple. My mind was so filled with convention when I went to bed, I couldn't sleep, so I started forcing myself to think of something else, and Field Service lost the toss. I got my mind off convention, but now I can't stop shinking of this. I may be getting pretty wild, but take if for all its Freudian worth.

What if we were to put on a whole new Field Service Face? No more board training - no mor meeting with individuals, who generally have no knowledge ofwhat we are even talking about. Why no, instead, develop a system of orientation keyed to prospective as well as immediate leadership, and in this way, begin building on a stronger future?

Consultants could go to their Leagues and offer them a solid one day League Leadership Seminar, or Conference. Attendance to the conference would be mandatory for the LL board members, (as it really is now, but we wouldn't word it in that way)and hopefully, it would offer enough interest to the members to bring many of them out for it. With the proper local board cooperation on this, key leadership prospects could be encouraged to attend.

The seminar could be handled as a detailed, but not too "text-booky" anaylysis of each portfolio with its relationship to all others. The role of the committee, the role of the Chairman, and the role of the board with regards to each portofolio could be brought in very nicely, and would perhaps provide enought information to encourage those non-board members to take a more active part in their League.

We seem to have been somewhat contradictory in the past - we stress the importance of total board responsibilities, and then turn around and have individual sessions, which tends to place each chairman in her own little cocoon. If we develop a total board context to these seminars, the local board members and non-board members are literally forced to have a deeper comprehension of the interrelationship of each portfolio.

There is a constant hue and cry from the LL's that they have difficulty finding new leadership - not that it is not available, but rather that they are afraid to tackle something of which they know very little. Providing the non-board members with thei opportunity to learn along with the board, their knowledge would be increased, thus their interest would be raised.

I think what started me thinking about this was the realization that we, at the state level, do very little in developing League leadership. Certainly, this should be the job of the local League, but they are obviously doing a poori job of it, and why not give them some real assistance, rather than some more papers to read about how they could do it. We have conferences, conventions, Council, and board training, which actually reach a minute proportion of the membership. The leaders are basically the only people who do attend. A meeting of this seminar type would be of the same magnitude, in that it provided the lay member with excellant leadership inspiration, without her having to leave town. As they become more informed about the League, they would be inspired to attend more of the other functions.We are way down in our growing,...we are barely keeping our heads above water, between the new members coming in and the older ones dropping out. If women are dropping out of the League, and we know they are, it must be:

1. Because the League has nothing to offer them or:
2. Because they have nothing to offer the League.

In either case, a solution might be ##### found as a better understanding of League is developed. These seminars would surpass the simple orientation techniques, in that they would include both the training session for specifics, as well as deepening the understandin of League philosophy

If we were to turn to the Leadership Training Seminars, the newness would attract many,

March 12, 1968

TO: Winick, Braunagel, Martin, Joor
FROM: Ramey
RE: Field Service

MAR 15 RECD

Before I begin this pre-dawn epistle, let me say that were I to dnalyze myself for doing this 10 days before convention, and literally hours of work facing me, I would have to say this must be a form of escapism, pure and simple. My mind was so filled with convention when I went to bed, I couldn't sleep, so I started forcing myself to think of something else, and Field Service lost the toss. I got my mind off convention, but now I can't stop shinking of this. I may be getting pretty wild, but take if for all its Freudian worth.

What if we were to put on a whole new Field Service Face? No more board training - no mor meeting with individuals, who generally have no knowledge ofwhat we are even talking about. Why no, instead, develop a system of orientation keyed to prospective as well as immediate leadership, and in this way, begin building on a stronger future?

Consultants could go to their Leagues and offer them a solid one day League Leadership Seminar, or Conference. Attendance to the conference would be mandatory for the LL board members, (as it really is now, but we wouldn't word it in that way)and hopefully, it would offer enough interest to the members to bring many of them out for it. With the proper local board cooperation on this, key leadership prospects could be encouraged to attend.

The seminar could be handled as a detailed, but not too "text-booky" anaylysis of each portfolio with its relationship to all others. The role of the committee, the role of the Chairman, and the role of the board with regards to each portofolio could be brought in very nicely, and would perhaps provide enought information to encourage those non-board members to take a more active part in their League.

We seem to have been somewhat contradictory in the past - we stress the importance of total board responsibilities, and then turn around and have individual sessions, which tends to place each chairman in her own little cocoon. If we develop a total board context to these seminars, the local board members and non-board members are literally forced to have a deeper comprehension of the interrelationship of each portfolio.

There is a constant hue and cry from the LL's that they have difficulty finding new leadership - not that it is not available, but rather that they are afraid to tackle something of which they know very little. Providing the non-board members with thei opportunity to learn along with the board, their knowledge would be increased, thus their interest would be raised.

I think what started me thinking about this was the realization that we, at the state level, do very little in developing League leadership. Certainly, this should be the job of the local League, but they are obviously doing a poori job of it, and why not give them some real assistance, rather than some more papers to read about how they could do it. We have conferences, conventions, Council, and board training, which actually reach a minute proportion of the membership. The leaders are basically the only people who do attend. A meeting of this seminar type would be of the same magnitude, in that it provided the lay member with excellant leadership inspiration, without her having to leave town. As they become more informed about the League, they would be inspired to attend more of the other functions.We are way down in our growing,...we are barely keeping our heads above water, between the new members coming in and the older ones dropping out. If women are dropping out of the League, and we know they are, it must be:

1. Because the League has nothing to offer them or:
2. Because they have nothing to offer the League.

In either case, a solution might be ##### found as a better understanding of League is developed. These seminars would surpass the simple orientation techniques, in that they would include both the training session for specifics, as well as deepening the understandin of League philosophy

If we were to turn to the Leadership Training Seminars, the newness would attract many,

and the impact of a 5, 6 or 7 hour session could be very lasting, if it were done well. If each participant was provided with a tool specifically designed for this - an outline of the entire speakers agenda - a detailed outline, with space for her to take notes (much the same as is done in top quality college seminars) she couldn't help but retain much of what was covered, and who knows how valuable this retention might be next year or the year after as stronger committee members and new leaders emerge? Along with this, we could develop some really fine flip charts or flannel boards for the consultants to use - film strips could be done as well, too. The additional number of people having a full awareness of each board members role would offer a "reminder" system to the chairman - others are aware of the potential of her job, and can make more helpful contributions to her.

Expense wise- this should be cheaper. I should think more could be accomplished in less time. Just think how those minutes add up as you wait for five or ten minutes for the individuals late for their individual conferences, or when we have to spend 10 or 15 minutes with most of the newer board members, just explaining the League. Total all this up, and we have an hour, maybe two, a day?

The consultant could schedule her timing so that she might spend one day with each of her Leagues, consequtively, saving on travel expense in those areas where she would go a considerable distance. As we do it now, she may have to go back into the area, two times, doubling the expense. It would be a little harder on the consultants, perhaps, and yet, they could get this over with all at one time, and that had a lot of merit to it.

The League is becoming more sophisticated, and we need to develop a truly profedsional technique of strengthening our membership, and building future leadership. Seminars of this type are fast becoming the source of "expertise" in specific fields. Other organizations, such as Scouting; PTA, Charity drive groups, study groups, etcl, are all turning towards this form of training. The whole principal of fast impact learning is all around us, and people seem to respond to it very well - why not the League?

Most important of all, I feel the LL's would be so greatful for the tremendous help this would offfer them. This is an area of great weakness, and one where we need to be placing more emphasis. Member involvement and lack of leadership are problems almost all the Leagues are facing, with very little success for improvement. When we look at the membership records, and realize that we have fewer members than we did ten years ago, we need to start worrying, and doing something about it. Considering the growth in Texas during this same period of time, we should have twice the member strength we have a t present.

If we really went at this efficiently, timing for this would be of the essence. Key the seminars all over the state for the same period of time, thus providing a statewide improvement of League understanding. We could wait for September, perhaps, giving us the summer to make everything ready, and allow us the chance to include the large influx of new members to take part in this. When people joing a new group, they expect some sort of training of this nature, and they would probably flock to it. The consultants could talk to their Leagues at convention, and discuss the date possibilities, so that she could do them all at one time, during a two week period, perhaps. A letter to the L,P could be prepared for convention, announcing the "new face" and advent of the seminars. details could be sent to them within the next month. Surely, with a six month period ahead of them, they could manipulate their calendars to meet one of the dates proposed. The F/S meetings at convention would provide them with enough training to hold them over until Sept.

I warned you this would be wild - bur I have it off my chest, and I think I can get to slee now. I did notinclude Beulah in this carbon, because it would deal with the new F/S program for the next biennium. If you have reached this point, thanks for taking your time to get through all this. It's really above and beyond the call of duty to have to become a listening board, too.

P.S. Lois, you have the blackboards for the F/S meetings

PPS Besides, think of the good PR possibilities of the seminars - I had to tie myself in leagually, in some way, to excuse myself for butting in where I am not a direct part of (I think taht was one lovely sentence!

March 14, 1968

MAR 15 RECD

78

TO: Ramey, Winick, Martin, Joor
FROM: Braunagel
RE: Field Service

WATCH THAT ULCER, JOAN!!! It is important that you take care of yourself--what would we do without you?

I for one want to say thank you for your memo--wild as you thought it was. We have been very, very busy trying to put on a whole new FS Face. Most of the reason was money and the idea that you don't do the same thing for wach LL every time. We have been thinking of ways and means to improve our service to LLs.

In addition, I agree with you 100% on the fact that we are missing the boat in developing leadership in the state. On top of that, Helen's memo on membership upset me no little when it came today. I've been screaming about lack of leadership training for two or three years. My latest stump speech was on my recent trip to Houston and my meeting with Veta and Ruth on FS matters.

I don't agree with all of your points --for instance--Bay Area and Pasadena are about the only two Leagues where we've had to run back and forth in an effort to do Board training. Maybe Virginia did this sort of thing once for Dallas also but it didn't involve extra expense.

Anyway, I just wanted to say thanks and to say that I'll be in the area to attend Lake Jackson, Freeport and the Dickinson Annual Meetings and that Veta and I will enjoy discussing your suggestions.

Thanks for the blackboards and Beulah knows as I've dropped her a little personal note about something else and told her we have them.

See you at Convention.

LEAGUE OF WOMEN VOTERS OF TEXAS

[redacted]

DUPLICATE PRESIDENTS' MAILING

BOARD MEMBERS HAVE ALL THE FUN
[A Primer for new Board Members]
[A refresher for 'Old Hands']

Confused? Not too clear about your responsibilities as a member of the Board of your League of Women Voters? OVERWHELMED by the mass of materials that 'come with the job'? Wondering what the 'old hands' are talking about and doubting that you'll ever be so well informed and knowledgeable about the League Procedures? HANG ON - it will all clear up in time. To hasten the process, start off on the right foot by following these basic steps so your Board life really will be fun.

When you accepted your Board position you joined a select group of League leaders upon whom much depends. Be proud to be a part of those whose work it is to implement all membership decisions and to plan carefully so their League Life will be stimulating, challenging, satisfying, useful and fun too.

You have left the rank of spectators and entered the game. After mastering the rules, you'll understand why most Board members would not go back to the sidelines for anything.

I WHAT TO DO BEFORE YOUR FIRST BOARD MEETING

A. Get your notebook from your predecessor.
   1. Check contents against mimeographed list entitled "What every notebook should contain'. [If this is not in front of your notebook, check with your publications chairman.]
   2. Arrange contents in notebook by subject matter, using tabbed divider sheets, so you can locate items easily and quickly when you need them.

B. Meet with your predecessor [or President or V. President, if there is no predecessor] and learn all you can from her. Have her help you make up a 'work calender' for yourself, noting all deadlines you will be expected to meet during the League year.

C. Read the LOCAL LEAGUE HANDBOOK [should be in your notebook], especially pages 1 through 12, and the pages covering your particular portfolio [job]. When you can, read all of the Handbook so you will understand everyone's job.

D. Familarize yourself with all the 'tools' provided for your portfolio. [Should be in your notebook or in the files that go with the job. Check State and National Publications Catalog to make certain all are there.] These are the 'how to' publications, full of ideas and suggestions based on the results and suggestions based on the results of tears of experience. By using these, you need not waste your energies by learning your job through trial and error.

E. If you did not inherit a committee, have the membership chairman help you get one. Use it. Don't try to do everything yourself. [After all there are only twenty four hours in a day.]

II. WHAT TO DO AT YOUR FIRST, AND ALL, BOARD MEETINGS

A. Be on time. [Call President if you absolutely cannot attend.]
B. Plan to stay through entire meeting. You are needed throughout, since all Board members take part in every decision.
C. Report to Board plans made by your committee. Ask Board for authorization to carry them out. [Don't be surprised if they suggest changes sometimes.]
[Complete committee work before meeting. If the Board time is not taken up doing 'committee work' for the various members, decisions will be made more quickly, the meeting will not prove frustrating, and you can be sure no one will have to leave before your time on the agenda is reached.]
D. Prepare your report in written form--full or outline form with a copy for the secretary.
E. Bring Voter messages in writing to Board Meetings to give to the Voter Editor.
[Remember - the Voter [your League's bulletin] is your means of communication with the membership. USE IT.]
F. Do not hold little private discussions with your neighbor in the chair next to you during Board sessions. Be considerate when another person is talking, and speak up when you are recognized.
G. Be sure to have read any minutes, the agenda, State and National Board Reports or any other material sent to you, before the meeting, so you can take an intelligent part in Board discussion and decisions.

III. WHAT TO DO BETWEEN BOARD MEETINGS

A. Carry through with anything you have agreed to do.
B. Check your League work calendar and note any deadlines that pertain to you. Be sure to plan ahead, early enough to get the thinking of the Board and your committee, so you can meet the deadlines without panic.
C. Keep in close touch with your committee members. USE THEM.
D. Call a meeting of your committee for planning purposes as soon as possible. You can use many committee members - even those with very little time to give. All can lend their opinions to your planning sessions. [Any member of the League who is 'on the inside' will enjoy her League membership more.]
E. Ask President or V. President in advance for time on the Board meeting agenda when you need to report to the Board or ask authorization for some plans.
F. Be an active participant in discussions at unit meetings.
G. Attend all general membership and unit meetings, if at all possible.
H. Plan to attend any Area, State and National meeting of the League that you can. [One of the many wonderful benefits of being a Board member.]
I. READ YOUR MAIL....

Look formidable?? It really isn't you know. To quote a former president of the League of Women Voters of the U.S.A., Mrs. Percy Lee, "League policies and procedures are to make League work POSSIBLE, not to PREVENT it."

Martin
File: Board Training
Same as later Versions

League of Women Voters of Texas [redacted]

March 1957
Reissued, 1963 - & on
Page 2 1965 Pres. Council Workbook

WHO ME? A LOCAL LEAGUE PRESIDENT?

INTRODUCTION There are tools for every other League leader, but, as far as we know, there is no tool for the local League president. The Local League Handbook tells her what she is to do, but there is almost nothing to tell her how. This material is a pooling of our working knowledge, gained chiefly by the well known trial-and-error method, prepared especially for new presidents. You may want to add your own notes at the end, to pass along to your successor in this office which offers more rewards than almost any other in voluntary work for a better world.

PRESIDENT'S PLACE ON THE BOARD The new president must be careful that the respect shown her and the honors paid her do not go to her head. If you find yourself speaking - or even thinking - of my board, my secretary, my treasurer, my anything else, you are in danger. Remember, you are just a member of the board. You preside at meetings, of course, but you do not have a vote unless there is a tie. You do not make the decisions, the board does. You are just the chosen leader.

The board is a team. Keep this in mind and impress it on the other members. Each has her part to play. No part is more important than another. One portfolio requires a chairman with one set of talents; while another portfolio will require a chairman gifted in an entirely different way. But the work of one is as important as another. Unless each cog fits, the League wheel will not go round. Teamwork is the watchword of League activity and success. The role of the president is that of coordinating the team's efforts.

PUBLIC RELATIONS OF PRESIDENT WITH COMMUNITY The local League president is The Diplomat. In small communities, especially, you will symbolize the League to many people. This is a great responsibility. During your term of office, you must watch your P's and Q's. You must be gracious and charming and diplomatic. You should be careful about getting into discussions and arguments, especially political arguments, outside the League, for someone is sure to say, "The League feels so and so, for I heard the president say this and that." You even have to be careful in driving. Imagine the headline, "LWV PRESIDENT RUNS RED LIGHT."

The League president is also the League mouthpiece. When you represent the League at planned meetings, you will have no trouble, but it is when questions are popped out of the blue that you are on the spot. Often a public official will telephone and ask, "What is the League going to do about so and so?", or "If the City, or School, does this and that, what will the League do?" Or, the president of some other organization might ask if the League will enter into this project or that. Or, the press might call and ask an equally unexpected

question. Too often the president, taken by surprise, answers in a way which she later regrets. If the questioner was a member of the press, her answer was printed for all to see. But if you have it well in mind that you cannot answer for the board, or the League, you will have this answer down pat: "That is a matter I will have to take up with the board. I will be glad to poll the members or call a meeting and let you know in a day or two." It might be wise to write this, or a similar answer, down on a card, keep it by the phone and just read it off when something like this comes up. -- Of course, there are times when you can give a more definite answer. If the question involves something strictly against League policy, you can say so - in a nice way, of course. Or, if the request is something within the League authority, you can say, "That seems like a very good suggestion, but I have no authority to answer without consulting the board, so....."

The same thing applies to letters of importance. Prepare the letter to the best of your ability, then call the first vice-president and read it to her. If she disapproves and you cannot convince her that you are right, write it over and check again. Then check with the other vice-presidents - and then the whole board if it is a matter of unusual importance. Don't write hastily and don't take sole responsibility for important communications.

PUBLIC RELATIONS OF PRESIDENT WITH THE BOARD

Here the President's role is that of Personnel Director. In stressing teamwork, you should, yourself, be careful to be impartial and play no favorites. You should keep in constant touch with the board members with your fingers on the pulse of each one. When you sense dissatisfaction and friction, you should try to iron it out at once. Don't let the member withdraw within herself to let hurt feelings grow and fester. Encourage her to talk freely to you and listen while she gets things off her chest. Just talking it over will relieve the tension and the big, bad thing will grow smaller and smaller. In time, you will get so good at this that the disgruntled member will leave feeling happy and eager to go on to do bigger and better things.

In the same connection, you will, if you possibly can, feep cliques from forming. Break them up by different seating or assignment arrangements.

One sure way to prevent dissatisfaction and hurt feelings is to see that no member oversteps her portfolio. Each has her task to perform and they are fairly clearly defined. But often one task impinges on another. When that happens, talk it over with both and let them decide who shall do what.

Teamwork and harmony are essential to good League work, don't let anything intrude that might disrupt the happy state of affairs. Keep discussions of religion and partisan politics out of board meetings - other meetings, too. When "personalities" raise their heads, switch to some good League topic.

And speaking of personalities reminds us that one of the most helpful contributions you can make to the board is to remain as cheerful as possible, as optimistic as reasonable, and as calm as Buddha in the times of "crisis". To a great extent, you set the tone for a positive or negative discussion of problems which face the board.

SLAVE DRIVING, FACE SAVING, INSPIRATION

The good League president is one who delegates authority and does not try to do everything herself. But you should be careful in the appointments you make and you should use your influence with other Board members in the appointments they make. No member, general or board, should be assigned a task she is absolutely unfit to do, for, if she fails, you have lost her as a League member - forever. So be very careful. If you are a little doubtful, keep a close watch, nurse her along with suggestions and encouragement, ask if she needs outside help, and - if you find that she is not coming through, take her off that task and give her another. All very diplomatically, of course. Don't ever let a League member come up short and fail at a board, unit or general meeting. Losing face is a terrible thing to endure - in the League or elsewhere.

Be generous with your praise. As soon as a speech has been given, a radio talk made, or anything else accomplished, call the member and compliment her. Even if the success has not been marked, you will find some one thing on which to show approval. And next time she will be even better.

As the president, most of the news will come to you first, most of the compliments on League work will be paid directly to you. Don't be slow and stingy. Call the other Board members at once and pass on the glad tidings. Share your enthusiasm and excitement while they are still hot. When the news is bad, share that, too. You will draw closer together in common grief - just as you do in sharing your triumphs.

Nothing has been said about your role if your League board is set up on the three-vice president plan (or two-vice president plan), where the vice presidents act for you in certain specified areas. In this case, the first sentence of this section needs to be underlined. And you may wish to give copies of this paper to the vice presidents, since they will have many of the responsibilities once assumed entirely by the president. Incidentally, this plan <u>works</u> - as a developer of leadership, as a saver of presidents.

CONCLUSION

This ideal president seems like a paragon of virtues to hear us tell it, but you will be surprised to find how virtues cloak you when you assume the chair. To a large extent you lose your own identity along with any timidity you may have had. Although you may be quaking in your private boots, you forget that and remember only that you are speaking for the 75, 200, or 500 League members and you cannot let them down.

One of the greatest pleasures of being a local League president is watching the development of board and general members as a result of working in the League. The personal viewpoint has been replaced with the objective attitude. Talents never dreamed of have been revealed. Self confidence and assurance grow.

If, at the end of your first year, you can stand off far enough to take a good look at yourself, you will be amazed to find how much you, too, have grown and developed in poise, tact, tolerance, patience, diplomacy and character. That is also part of the fun of being a local League president.

LWV of Texas
3/57

C. Martin
Patterson

League of Women Voters of the U.S. [redacted]

Revised December 1960

Price: 10¢

STANDARD BYLAWS FOR A LOCAL LEAGUE

Bylaws

League of Women Voters of_____

ARTICLE I

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

ARTICLE II

Purpose and Policy

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

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

ARTICLE III

Membership

Sec. 1. How Composed. The Membership of the League of Women Voters of _____ shall be composed of voting members and associate members. Any person who subscribes to the purpose and policy of the League shall be eligible for membership.

Sec. 2. Types of Membership

a) Voting members shall be women citizens of voting age.

b) Associate members shall be all other members.

(Over)

ARTICLE IV

Board of Directors

Sec. 1. Number, Manner of Selection and Term of Office. The Board of Directors shall consist of the officers of the League, _____ elected Directors and not more than (the same) appointed Directors. (One-half of elected Directors) shall be elected by the general membership at each Annual Meeting and shall serve for a term of two years, or until their successors have been elected and qualified. The elected members shall appoint such additional Directors, not exceeding _____, as they deem necessary to carry on the work of the League. The terms of office of the appointed Directors shall be one year and shall expire at the conclusion of the next Annual Meeting.

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

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

other than Pres.) does not show on changes - check 1955 By Laws

Sec. 4. Powers and Duties. The Board of Directors shall have full charge of the property and business of the organization, with full power and authority to manage and conduct same, subject to the instructions of the general membership. It shall plan and direct the work necessary to carry out the Program as adopted by the national Convention, the state Convention and the Annual Meeting. The Board shall create and designate such special committees as it may deem necessary.

Sec. 5. Meetings. There shall be at least nine regular meetings of the Board of Directors annually. The president may call special meetings of the Board of

Directors and shall call a special meeting upon the written request of five members of the Board.

Sec. 6. Quorum. A majority of the members of the Board of Directors shall constitute a quorum.

ARTICLE V

Officers

Sec. 1. Enumeration and Election of Officers. The Officers of the League of Women Voters of _____ shall be a President, a first Vice President, a second Vice President, a Secretary, and a Treasurer who shall be elected for terms of two years by the general membership at an Annual Meeting and take office immediately. The President, the first Vice President and the Secretary shall be elected in odd-numbered years. The second Vice President and the Treasurer shall be elected in even-numbered years.

Sec. 2. The President. The President shall preside at all Meetings of the organization and of the Board of Directors. She may, in the absence or disability of the Treasurer, sign or endorse checks, drafts and notes. She shall be, ex officio, a member of all committees except the Nominating Committee. She shall have such usual powers of supervision and management as may pertain to the office of the President and perform such other duties as may be designated by the Board.

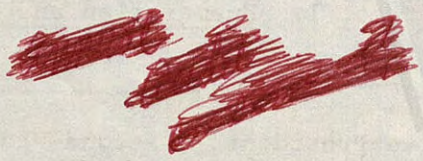
Sec. 3. The Vice Presidents. The two Vice Presidents, in the order of their rank, shall, in the event of absence, disability or death of the President, possess all the powers and perform all the duties of that office, until such time as the Board of Directors shall elect one of its members to fill the vacancy. The Vice Presidents shall perform such other duties as the President and Board may designate.

Sec. 4. The Secretary. The Secretary shall keep minutes of all meetings of the League and of all meetings of the Board of Directors. She shall notify all

(over)

Officers and Directors of their election. She shall sign, with the President, all contracts and other instruments when so authorized by the Board and shall perform such other functions as may be incident to her office.

Sec. 5. The Treasurer. The Treasurer shall collect and receive all moneys due. She shall be the custodian of these moneys, shall deposit them in a bank designated by the Board of Directors, and shall disburse the same only upon order of the Board. She shall present statements to the Board at their regular meetings and an annual report to the Annual Meeting.



ARTICLE VI

Financial Administration

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

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

Sec. 3. Budget. A budget for the ensuing year shall be submitted by the Board of Directors to the Annual Meeting for adoption. The budget shall include support for the work of the League as a whole.

Sec. 4. Budget Committee. A Budget Committee shall be appointed by the Board of Directors at least two months prior to the Annual Meeting to prepare a budget for the ensuing year. The proposed budget shall be sent to all members one month before the Annual Meeting. The Treasurer shall not be eligible to serve as chairman of the Budget Committee.

ARTICLE VII

Meetings

Sec. 1. Membership Meetings. There shall be at least _____ meetings of the membership each year. Time and place shall be determined by the Board of Directors.

Sec. 2. Annual Meeting. An Annual Meeting shall be held between _____ _____and _____, the exact date to be determined by the Board of Directors. The Annual Meeting shall

a) adopt a local Program for the ensuing year

b) elect officers and directors, members of the Nominating Committee,

c) adopt an adequate budget, and

d) transact such other business as may properly come before it.

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

ARTICLE VIII

Nominations and Elections

Sec. 1. Nominating Committee. The Nominating Committee shall consist of five members, two of whom shall be members of the Board of Directors. The Chairman and two members, who shall not be members of the Board, shall be elected at the Annual Meeting. Nominations for these offices shall be made by the current Nominating Committee. The other members shall be appointed by the Board of Directors immediately following the Annual Meeting. Any vacancy on the Nominating Committee shall be filled by the Board of Directors. Suggestions for nominations for Officers and Directors may be sent to this Committee by any voting member.

Sec. 2. Report of Nominating Committee and Nominations from the Floor. The report of the Nominating Committee of its nominations for Officers, Directors, and the members of the succeeding Nominating Committee shall be sent to all members one month before the date of the Annual Meeting. The report of the Nominating Committee shall be presented to the Annual Meeting. Immediately following the presentation of this report, nominations may be made from the floor by any voting member provided the consent of the nominee shall have been secured.

(over)

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

ARTICLE IX

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

Sec. 2. Program. The Program of the League of Women Voters of Lubbock, Texas shall consist of Current Agenda and Continuing Responsibilities as hereinafter defined.

a) The Current Agenda shall consist of such current local governmental issues as the membership shall choose for concerted action.

b) The Continuing Responsibilities shall consist of those positions on local governmental issues to which the League of Women Voters of Lubbock, Texas has given sustained attention and on which it may continue to act.

Sec. 3. The Annual Meeting shall act upon the Program using the following Procedures:

a) The Board of Directors shall consider the recommendations sent in by the voting members two months prior to the Annual Meeting and shall formulate a Proposed Program,

b) The Proposed Program shall be sent to all members one month before the Annual Meeting.

c) A majority vote of voting members present and voting at the Annual Meeting shall be required for adoption of subjects in the Proposed Program as presented to the Annual Meeting by the Board of Directors.

d) Recommendations for Program submitted by voting members two months prior to the Annual Meeting but not recommended by the Board of Directors may be considered by the Annual Meeting provided that: (1) the Annual Meeting shall order consideration by a majority vote and (2) the Annual Meeting shall adopt the item by a two-thirds vote.

e) Changes in the Program, in the case of altered conditions, may be made provided that: (1) information concerning the proposed changes has been sent to all members at least two weeks prior to a general membership meeting at which the change is to be discussed, and (2) final action by the membership is taken at a succeeding meeting.

Sec. 4. Member Action. Members may act in the name of the League of Women Voters only when authorized to do so by the proper Board of Directors.

ARTICLE X

National Convention, State Convention and Council

Sec. 1. National Convention. The (membership or the Board of Directors) at a meeting before the date on which the names of delegates must be sent to the national office shall select delegates to that Convention in the number allotted the League of Women Voters of _____ under the provisions of the Bylaws of the League of Women Voters of the United States.

Sec. 2. State Convention. The (membership or the Board of Directors) at a meeting before the date on which the names of delegates must be sent to the state office shall select delegates to that Convention in the number allotted the League of Women Voters of _____ under the provisions of the Bylaws of the League of Women Voters of _____.
(State)

Sec. 3. State Council. The (membership or the Board of Directors) at a meeting before the date on which the names of delegates must be sent to the state office, shall select delegates to that Council in the number allotted the League of Women Voters of_____ under the provisions of the Bylaws of the League of Women Voters of_____.
(State)

ARTICLE XI

Parliamentary Authority

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

ARTICLE XII

Amendments

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

Make up of By-Law Comm.

League of Women Voters of Texas

[redacted]

September 1, 1959

TO: Local League Secretaries
FROM: Mrs. Gerald Ashford, State Secretary

SOME SUGGESTIONS FOR LOCAL LEAGUE SECRETARIES

1. Your duties are defined in the Local League Handbook and your local League By-laws. Primarily, they are to record the minutes of meetings.

2. Quoting from the State Board Handbook: "It goes without saying that place, date, names of those attending and not attending, corrections or approval of previous minutes, balance in the Treasury, announcements, dates for meetings, names of members suggested for jobs, all will be recorded as well as actual wording of motions, the name of the mover, and the vote. A good Secretary will 'bring up her Board properly' to present motions in writing."

3. The State Board Handbook points out that League minutes depart from Robert's rules of Order in this respect: "League Board minutes will consist of more than a record of votes. They will include not only a record of decisions made, but also a summary of discussions preceding them and the discussions which led to no decision. They will include information on current and proposed League activities and the deliberations on them as an aid to planning for the future.

   "In recording the discussions varying points of view should be indicated though it is not necessary to record who expressed them or what was said. The matter under discussion should be explained with sufficient fullness so that it will be meaningful at a future date when the situation may have been forgotten."

4. There will be some decisions made which are not in the form of motions. Record them anyway. Record the names of the persons assigned the responsibility for carrying out the decisions and the time planned.

5. Think about the purposes served by the minutes and you will be guided as to what to include:

   a. You, as Secretary (and your Bulletin Editor), are writing down the history of your local League.

   b. You are writing a very useful tool for your President and Board -- a memorandum of work to be done, and who is to do it. The usefulness will be greatest if all Board members can have copies promptly. Certainly your President should receive a copy, if no one else does.

   c. Your minutes are useful to the State Board in carrying out its assigned responsibilities: the organization and development of local Leagues, the promotion in the local Leagues of finance programs requisite to further the work of the League as a whole, and the carrying out of the State Program as adopted by the Convention.

6. You will find it easier to take minutes if you prepare for the meeting in advance. Review minutes of the last meeting to see what is left-over business. Secure a copy of your President's agenda, or help her prepare one. Read

State, local, and National communications which will affect the business of the meeting. Read resource material which will be involved in the planning. Mentally rank the subjects to be considered in the order of their importance.

7. During the meeting you will be attempting to make a useful record. This means discarding as well as selecting. Oftentimes careful listening followed by brief, careful summarizing is more useful than trying to write it all down with the idea of discarding later. If something is not clear, ask questions. Others will probably be having the same difficulty and will welcome your query.

8. Minutes which are overly long often contain too much information about community events, other organizations, or other people. Whether to include such material might be judged by asking "Did the League have a part in this? Will it involve League decision or action?"

9. When you get home read through your notes with the idea of making them meaningful. Often adding a word here and there will clear up the meaning tremendously. Most of us take notes which omit the subject, the verb, the object, or an important adjective. Correcting these omissions is a matter of a few moments if done right away.

10. Transcribe your minutes before they get "cold". It is much easier when your memory is fresh.

11. Minutes don't have to be dull. Record the essentials, but use your own style. Orderliness and topic headings contribute to readability.

12. The State office would like to receive three copies of your minutes as soon as possible following your Board or general membership meeting, without waiting for the approval or corrections of the next meeting. (This request is made because experience has shown that when minutes are delayed for corrections the information often becomes almost two months old before it is received.) Minutes should not be sent to the State office until your President has approved them.

13. Generally your duties as Secretary will be easier if you have a fair mastery of parliamentary law, and you will be of greater service to your President. Some Secretaries function as Board parliamentarians.

14. You will also want to have a good knowledge of your local By-laws so that you can call attention to requirements and deadlines and interpret proceedings in terms of By-laws. Some Secretaries function as By-laws Chairmen.

15. If you have a local policy-sheet, you should be familiar with it. Some Secretaries function as Policy Chairmen.

16. A Secretary has the unique privilege of being required to know and understand everything that is going on in her League. It can be a most stimulating and enjoyable experience. We hope it is for you.

- - - -

MEMORANDUM FROM:

League of Women Voters of Texas

[redacted]

TO:

OCT 31 RECD

ANSWERED

12-10-68
"Thanks" more later —

Dear Ruth:

I had promised to send Hunt County some information on program, and since you said you were interested in my ideas on "how to do it" for the leadership booklet, I made a copy for you. It is pretty rough, but does contain the information which I happen to think is necessary in program development. It may not be the type of thing you have in mind at all.

While I am sticking in my two cents worth, I would like to see a memorandum (not a part of the currently in preparation booklet) on a program workshop and how to conduct it. This would be somewhat along the lines suggested in the Leader's Guide to the study of State-Local Relations, except general in nature, rather than specifically on one item. Does the idea appeal to you, or would it just be another in a long series of memoranda which might not be read, anyway?

Love,

Eloise

OCT 31 RECD

Mrs. Jack W. Wackerbarth
[redacted]

Mrs. E. Lester Farmer
Box 194
Greenville, Texas

Dear Peggy:

One of the times I was in Greenville I promised to send you some "How-to-do-it" information on program to serve as a guide or checklist for your program people.

The attached is a rather rough draft, especially as to format, but I think it does contain the essential facts which I had wanted to gather together in one place for you. Parts of it will not apply to you at present, but I tried to make the outline sufficiently complete that it will be useful in the future, should you feel that it is helpful at all. If you and Betty think it is advisable, you are at liberty, of course, to ditto some copies for the other Board members.

By the way, I have not yet received copies of the October Board minutes (The State Office forwards to me one of the three copies which you send to them each month). Don't overlook this very necessary step. There is no need to wait for corrections which may be made at the November meeting; if corrections should be necessary, they will be recorded in the November minutes, and the recipients will go back and correct the October ones.

I am looking forward to seeing all of you on November 18. Please let me know if there is any way in which I can be helpful between now and that time.

How is the new house coming? I am sure that by now you are beginning to get quite anxious for its completion; I hope everything is proceeding according to plan.

Affectionately,

Elaine

CC: Winick, Martin, S.O.

 October, 1968

TWELVE STEPS TO EFFECTIVE LEAGUE PROGRAM

In planning League program meetings, the Resource ~~Committee~~ Chairman should take the following steps:

Chm + Cmte analyze jobs; Analyzes her job finds a Cmte —

I. Collect information.
Read as much material on the subject as possible; this should represent various points of view.
On a local item, much data often must be secured by means of personal interviews.

Chm + Board II. Ascertain from the Board the number and type of meetings which are to be held, along with the date of each meeting. Be sure the timing is such to allow for steps I, XI and still meet the consensus deadline.

Implementing Pros here —
League program meetings are of three general types:
1. General membership meetings
2. Unit meetings (discussion groups)
3. Workshops

III. Set the goal for each meeting. Goals usually are one of the following:
1. To give information.
Especially valuable on a local item, when information in printed form may be and usually is scarce.

2. To explore the item.
(a) Determine the problem
(b) Brainstorm for possible solutions, and/or
(c) Discuss various solutions which have been offered.

3. To reach conclusions (consensus), which essentially consists of evaluating suggested solutions to the problem.

Sometimes two of these goals can be combined in one meeting, less frequently, all three; but <u>all three are necessary</u> in order to bring an item to successful conclusion.

IV. Decide on method of presentation.
1. Outside speaker. Good for arousing interest, but recommended only if additional meetings planned to allow sufficient time for member discussion of all phases of the subject.
Primarily used for general membership meetings which seek to give information, or as part of a workshop.

2. Panel.
Also usually used for general meetings, which may be information-giving and/or exploratory, and for workshops, which usually combine both of these goals.
Panel members may be outside "experts", League "experts", or a combination of the two.
Less frequently a unit may use a panel of its members to give background information preceding discussion.

Plenty of time ~~should~~ be allowed for discussion either immediately following a panel or at a later date.

3. Member discussion.
The "anchor" of League program - the most frequently employed method of program presentation, and a necessity when the goal of the meeting is to reach consensus or to explore the subject.
While some Leagues take consensus at a general meeting, this procedure is not recommended except —

(a) For small Leagues, especially those which do not operate under the unit structure. In this case, ample time must be provided for discussion at the general meeting, or a discussion meeting or meetings should have preceded the general meeting.

(b) In a larger League when consensus results from various units are so varied that the Board is uncertain if consensus has been reached. In such cases a general meeting (occasionally a workshop) may be held to explore the subject further and determine in what areas consensus may exist. Ample discussion time at such a meeting is a MUST.

4. Workshop

A workshop seeks to explore a subject in greater depth than is possible at a regular unit or general membership meeting. It usually is scheduled for a longer time than a regular meeting, and has combined goals of information giving and exploration. Less frequently conclusions may be expected.

Usually material will be presented by a speaker or a panel, followed by discussion, either in "buzz" groups or by the whole group, depending upon attendance and other factors.

Visual Aids, Skit + Film —

V. Prepare a brief summary (one or two typewritten pages) of the most important facts, pro and con, and circulate among the total membership prior to an exploratory or consensus meeting. ~~This is almost an essential on local items, and is useful on state and national items.~~ — to insure full membership disc

This may seem an unnecessary chore. Remember, however, that it is difficult to hold a good discussion when the participants are poorly informed on the subject. Try this technique for several meetings and see if discussions are not more lively, participation better, and consensus easier to reach. Attendance may even improve as a result, particularly at consensus meetings (people often will not attend a meeting where they know a conclusion is expected, unless they have information upon which to base their conclusions).

The local VOTER usually is used to circulate this fact sheet. Always designate a consensus meeting as such, and, if possible, print the consensus questions, so the members will know what is expected of them at the meeting.

*** (See page 3 for para. omitted)

VI. Prepare a summary in greater depth (4 to 6 pages, except in rare instances) for use of the resource people and discussion leaders. Essential on local items and on national items where much of the data is on a local or regional basis (e.g., a river basin study). Usually not required on state items and on national items on which publications of the "Facts and Issues" type are available, since these serve the purpose; quite helpful, however, in those instances where published material is lengthy and detailed.

*** See bottom of page 3 for paragraph omitted in typing.

VII. Prepare for use of discussion leaders a discussion outline or a set of questions which will aid in analyzing the subject. A MUST on local items; usually provided by the state or national Boards on state and national items.

VIII. On local items only, prepare and submit to local Board for approval the consensus questions (questions designed to help the group work toward a conclusion). This step may not be possible until after one or two information-giving and/or exploratory type meetings have been held on the subject.
Be careful to keep the questions objective in nature; avoid "leading"questions.

On state and national items, except possibly in very rare instances, consensus questions will be supplied by the appropriate Board.

IX. Conduct a briefing session to acquaint discussion leaders and resource people with plans for the meeting or meetings.
Where the number of units is not large, there usually are sufficient committee members to serve as resource people.
In large Leagues the briefing must be more detailed in order to provide a knowledgeable resource person for each unit.
It is not recommended that resource committee members also serve as discussion leaders whenever this can be avoided.

X. On all items, after the meetings have been held, compile the consensus results and submit to the local Board for evaluation. Be sure to record all strong minority opinions.

XI. Mail the approved consensus statement to the proper state or national Board member, as directed, as far in advance of the deadline as possible. A copy, preferably with unit consensus forms attached, should be placed in the permanent local League files; additional copies may be used as directed by the local Board.

XII. On Local Items it is vital that all unit consensus forms be preserved in the permanent League files, along with the approved consensus statement.

XII. Notify the membership of the areas in which consensus has been achieved. Usually the consensus statement is published in the local VOTER.

The above outline is not to be construed as the ONLY method which will provide satisfying League program. However, it merits your consideration, since it has been tested and proved to WORK.

*** Circulation of the fact sheet may be omitted if the State VOTER has carried this type of background material (sometimes referred to as "every-member material") on a state item. Program material usually does not appear in the National VOTER.

To: Ruth Martin
From: Duckworth

9/30/68 rec'd

Although I am not at all clear as to what should be in the "Fundamentals of Building Local League Boards" on program, I would like to mention that I have an intriguing "Guide for Members of Resource Committees" from the LWV of Washington. It covers What is a Resource Comm., Work of Res. Comm, Sources of Info., Production and Organization of Resource material, which has good suggestions for assigning committee membersse as Digger, Clipper, Observer, Talker - Listeners, Artists, Poll Takers, Travel Agent, Writer, Typers & Typers & Typers. It is far too long and would take some condensing and revising. The section on Unit Discussions would, of course, not come under Program. If it would work out, I would be glad to do this. Also would be glad to order one for each Program Chairman on SB. They are 15¢ each.

Many thanks to each of you three for the lovely Christmas cards. I did not send any this year.

December 26, 1968

TO: Winŧck, Ramey, Joor
FROM: Martin
RE: Handbook (Fundamentals)

Did you happeH t8 see the "RECIPE FOR LEAGUE CONSENSUS" in the Pennsylvania State VOTER for Nov-Dec 1968? I cut it out and intended to send it to you along with my tome on Program, but somehow the clipping got pigeonholed. Anyway, here it is.

I think it is pretty good even though the "recipe" for League affairs has been used frequently. I wonder if you would want to use it in the Handbook (with proper credit to Pa., of course. Would think the little accompanying cartoon would be appropriate.

I do not know just what you have planned for Consensus in the Handbook, but feel certain there will be a good page or section on the subject. Expect you mentioned this in September when reporting, but if so I've forgotten.

Whether you use the clipping or not I would like to have it back some day. Good luck on the H-book and all else.

Penn. Voter Nov-Dec, 1968

Please return to Martin

RECIPE FOR LEAGUE CONSENSUS

INGREDIENTS:

Generous amount of information before discussion meeting. (Available through a local subscription service or in your VOTER.

Scant half-hour of information presented by Resource Team at discussion meeting.

Member comment in large amounts.

DIRECTIONS:

Marinate all available printed material in members' thoughts some weeks in advance of meeting.

Mix information supplied by Resource Team carefully with member thought and member comment. The very important ingredient, member comment, must come from a large enough number of members to insure that the consensus bears the distinctive flavor of the opinion of the whole League.

Stir together all member comments gently and thoroughly. Best results may be achieved when as many members as possible contribute comments.

A *dash* of spice may be added by a member who expresses strong disagreement with the prevailing opinion. This introduction of a pinch of spice often greatly improves the final product.

A *firmer* product will be obtained if discussion steps are extended over two cooking periods (i.e. unit discussion meetings).

PENNSYLVANIA VOTER

Mrs. William
[redacted]

LEAGUE OF WOMEN VOTERS OF PENNSYLVANIA

EXCITING 50th ANNIVERSARY CAMPAIGN LAUNCHED

Organization

SEP 1 4 RECD

TO: State Board

FROM: Veta Winick

RE: Pre-Board September 1968 — September 1968
"The FUN DA MENTALS of BUILDING Local League BOARDS" — LWV of Texas

Before I stopped all work on this possible "new" manual some of you had sent in the job descriptions of your particular portfolio that a local League could use in training themselves. They were good and I appreciated your work. What we had hoped to accomplish was to have a tool that the local Leagues could easily use. Brief, concise and informative for on the job training of their Boards is what some of us thought the LLs would like in lieu of Organization Training by SB members. This then would free the Organization Consultant on her visit to a LL to do other things. Perhaps program implementation, work on a specific problem that a League may be having in areas of Finance, PR or VS. Maybe just a round robin discussion on Members, Units or anything - a LL might wish to be covered. The idea which I did not get to discuss with many of you was that each chairman would be responsible for her own work. Who knows best what should go into a manual of this type than the person who sits on the SB and does the job day in and day out? The Core Committee can't know it all and this would have to be a total Board responsibility. I did send out material which I gathered to many of you but I erred in saying that we could just copy it as is. It will have to be written in your own words using this or any other material as reference. Virginia has designed a clever cover with the title I used above and I would like to submit a Table of Contents. This Table of Contents may be changed or added to or thrown away completely. The decision on whether we continue on with this project is up to all of you to make at this next Board meeting, but I did want you to understand what was involved and what would go into this manual. The book was to be out by Presidents Council -- that is introduced at the Council. Keep in mind that this is a "How To: tool and will we want to have our "Presidents Portfolio" which will carry things that will not be covered in this manual? I shall include a Table of Contents (subject to change) for the Presidents Portfolio so that you can look this over and see the difference between the two booklets.

Sept Board Voted Not to combine Pres. Portfolio & Fundamentals. Have Two Books.

State of the Leagues: All of the LLs have received Board Training or have dates set for this Fall with the exception of the 3 Valley Leagues. There were a few Leagues that did not want training this year and we honored their requests. We are in correspondence with the Valley Leagues now to see what we can work out in October. The Gulf Coast Regional League had its first successful program in August and I will attend their next Board meeting September 19. They are working strictly in the Program area now and we shall have to watch their progress to see how successful they are going to be.

New League Inquiries: Eloise has been working with our newest pre-organizational League of Hunt County (Greenville). It looks like it will not be long before they will be our next Provisional League. The request from Kingsville is to be followed up this Fall. I have just answered an inquiry from a lady in Laredo, Texas where at one time we had a League. It looks like we are building and if these last two materialize we will have 4 new Leagues this year.

San Angelo: The regulations were sent and we have heard from Mrs. Helen Marshall, former secretary/treasurer, quote - "...at the present time I am not available to work in and participate in a unit of the LWV. I have not had time to contact any of the women regarding the local unit." Dated 8/25/68

OVER

Other Information: I answered an inquiry as how we train our Consultants -- if we have any units of the State League - what tools we use, etc. from the 1st VP of Ohio. I have asked the Core Committee to seriously think about the request from Ruth Martin asking us to again use names in our Organization Reports because of the confusing nature of not knowing who's what, etc. All of you be thinking about this please. A round robin is circulating somewhere with the presidnets of 7 small Leagues asking them "How can the SB help - in what areas or anything at all" - I am in hopes it will reach me before the SB meeting, but I do know some have answered as I get an occasional carbon commenting on some other president, than themselves, remarks. As of August 15th it was going around. I am most anxious to see the results. Leagues participating are Brownsville, Irving, Odessa, San Marcos, Texas City, Tyler and Wichita Falls.

TO: State Board

FROM Veta Winick

RE: Suggested "Table of Contents" for the "Fundamentals of Building, etc."

Before the Table of Contents there will be a cover letter explaining the purpose of the book and how to use it effectively.

Suggested Publications for Every Board Member
Board Members Have All the Fun
The Local League President
The Vice-Presidents - broken down between 3
The Secretary
The Treasurer
    Finance Chairman
    Budget Chairman
Membership Chairman
Nominating Committee
All Program Chairmen and Committees - let Program chm help. Saine - Natl Prog.
Publications
    Local Subscription Service
Public Relations
    Speakers Bureau
VOTER
Voters Service
Unit Organization
Tips for Interviewing
Suggested Guide for Observers

Jobes - local prog

(This is the training Handbook)
the "Do it Yourself Bd. Training - mimeo in diff colored sheets

AUG 8 RECD 8/8

Aug. 7, 1968

TO: SO, Winick, Martin, Jobes
FROM: Braunage
RE: Handbook for LLs

Here is my effort on the Outlook for Work. I suggest that it be done on the same color as our general statement on Program and that it be included in the book following that page or pages. I named the LL Handbook and the Indiana How To in the first / in an effort to get them to use the available tools.

I'm working on the section for Vice Presidents and this is much harder. If we can come out with a GOOD one on VPs, I think we will achieve a first as goodnss knows there is nothing written down anywhere on this subject except what we did in our Consultant's Handbook and it could stand much improvement.

Let us know if you have comments for improvement on the Outlook For Work. By the way, the only place it is written down is in a very old Area Conference Workbook that very few modern day local Board members have seen. Gwen Murphree prepared the original and there is a section in Indianias Madam President on this subject.

OUTLOOK FOR WORK

Local Program

A separate chaper is included in the Local League Handbook designed to emphasize the importance of local Program item or items. The Indiania How To also serves as a valuable XXXX guide for local Program.

The local League is responsible for all work connected with local Program including choice of the item, research, publication, presentation and action. An invaluable and often neglected tool is the Outlook For Work.

An OUTLOOK FOR WORK is a plan and a time schedule for carrying out all phases of a Program item from adoption to conclusion.

An OUTLOOK FOR WORK will:

State the item

Define the scope

Set goals

Suggest methods for study

Point out possible areas for agreement in line with scope and goals

Plan for both member and community involvement

Propose number and kinds of meetings necessary to cover item

Offer suggestions for type and quanity of materials needed including possible printing

Estimate time necessary to cover item

Outline possible legislative action

An OUTLOOK FOR WORK is prepared by a committee prior to Annual

Meeting and is presented with the proposed item in the local Voter [illegible] as a part of the Board's explanation for recommending the item.

An OUTLOOK FOR WORK may be approved or modified by members at the Annual Meeting. It is a responsibility of the members to give direction to the Board on what they expect from the item.

An OUTLOOK FOR WORK is considered by the resource committee at its first meeting and plans are made for implementation of the item. The Board accepts or modifies committee plans and relates them to the total workload for the year.

An OUTLOOK FOR WORK provides a clear understanding of aims and goals. A well defined plan simplifies committee and Board responsibility and assures a meaningful experience for members as they work on the item.

League of Women Voters of New York State [redacted]

Price: 5¢
1965

HOW TO DIRECT A LEAGUE PROGRAM ITEM

III. An Action Item - State or National.

A. Keep up basic background information - to keep Board and members informed and to orient new members.
   1. Get broad basic ideas across - don't try to cover too much depth or detail.
   2. To inform members can use bulletin, distribute flyers, available from State or National, report at general meetings (assuming that a full meeting cannot be devoted to ~~CR's~~ the item.

B. Work in the community - the help of other organizations is often invaluable in an action item.
   1. Keep community informed through distribution of flyers, letter or articles in press, speakers bureau.
   2. When action has crystallized - specific bill introduced - organization of a joint approach should be considered with other groups in community.

C. Contact with legislators and public officials
   1. Be sure these people know what League's position is.
   2. Speak to legislators personally at home before session begins, explaining League's interest to them.
   3. Provide them with information - material containing this and any local newspaper coverage which is pertinent.
   4. Official League letter in response to Action Call should remind legislators of prior conversations on the subject.
   5. After session or action on bill, write to thank or express disappointment at your legislators vote on bill.

D. Press - local press coverage is vital not only in arousing your own community but it impresses legislators and officials.
   1. A letter to the editor is always feasible.
   2. Press releases are good if you can get a local news tie-in.
   3. Try to get editorial support by visiting your local editor.
   4. Send copies of publicity to State Office - State chairman can often use it effectively in helping with statewide campaign.

E. Action Calls - minimum action expected on an all-member action call is an official letter from the League and personal letters from members of the item committee. Board members of course should be urged to respond (they frequently don't!). Persuade members to act by publishing action call in bulletin, announcing at meetings, telephoning particularly those likely to be interested.

- - - - - - - - -

Basic to all seems to be need for close alliance between chairman and her committee; continual consideration, analysis etc., by chairman and committee leading to regular reporting of progress, recommendations for timing, content and type of meetings, action, etc. to the Board.

Also need to keep membership informed, directed toward major areas of consideration, and to permit ample time for member discussion.

Finally the need to make careful plans and to understand nature of job to be done and possibilities for success in community when taking action.

(over)

F. Without an Action Call

Local Leagues sometimes feel that a special opportunity for action should not be overlooked. They may wish to support a bill introduced by a local legislator in the field of a State program item. They may be asked to testify before a state legislative committee. They may want to write a letter to the editor of the local paper on a subject the League is studying state or nation-wide.

The best guidance can be found in the Local League Handbook. A quick rule of thumb might be - when the action becomes specific (for or against a special bill, administrative program or ballot issue) or calls for implementation on another governmental level, it must be authorized by the appropriate Board. For instance, the State Board must authorize local League action to support or oppose a piece of State legislation. Don't forget, either, that action in the name of the League is taken only by the president or her representative. League members speak as individuals. When in doubt about whether action is appropriate, it's best to ask.

League of Women Voters of New York State [redacted]

Price: 5¢
1965

HOW TO DIRECT A LEAGUE PROGRAM ITEM

II Local Current Agenda Item.

A. Direction of local item.

1. Members indicate this to Board at the Annual Meeting when item is adopted.
2. Board analyzes discussion and determines direction of item, making clear the areas in which League eventually intends to seek consensus. If areas clearly analyzed from beginning, study can be directed throughout the ample coverage of these aspects of the item. When study is complete, members should be in position to determine if a change is needed and if so if it should be a minor change or a major reform.

B. Chairman and her committee.

1. The members - as soon as the item is adopted select a committee which can include: those who showed more than average interest at the Annual Meeting; new and inexperienced members who show interest in item; those who have experience in allied fields or special knowledge and training; those representing different attitudes or neighborhoods or units within the League; interviewers, researchers, letter-writers, etc.
2. Gather information - in addition to doing the jobs outlined by the previous panelist, this committee must decide what, where and how to gather information. Careful analysis of the item will indicate what information will be required. The tough job is where to go for the information -
   a. Highly recommended - obtainable from State Office ~~Where to Go for Governmental Information: A Checklist, September, 1963. This list was prepared for a round table at one of the conferences held by the State League under the auspices of the LWV Education Fund.~~ Indiana How-To or ?
   b. In addition to the local, state and federal governmental offices, books, documents, etc. suggested in the Checklist, you will want to interview local officials, and make use of appropriate information which may have been prepared by or be available from members of local social agencies, civic organizations, development associations, etc.
   c. You will seek a balance of opinions for and against - seeking to get all sides of controversial issue.
3. Must keep membership informed from the beginning - through reports in local bulletin, brief reports at membership meetings, etc.
4. Must prepare material for members - No Facts and Issues, no Apportionment flyers prepared for you; must therefore decide what to prepare for the members (fact sheets or flyers or whatever) and how to distribute these. Information for distribution must be carefully checked, OK'd by those about whom it is written, include bibliography when possible. Condense the material - get most important facts to members. Details can be brought out in discussion.
5. Must know political complexion and sentiments of community to analyze chances of accomplishing goal (after consensus reached by members). Consider: power structure of community, party in power, leader of the party, etc; government officials in executive and legislative branch and department heads, etc; feelings of other organizations, labor groups, churches, social agencies, etc.

C. Action on local item.

1. Based on recommendations of chairman and committee, Board determines timing and type of action. Can range from letter to Mayor to all out campaign. Can include use of speakers, flyers, TV and radio spots, documentaries, etc., newspaper features, editorials, letters to the editor, telephone and door to door campaigns, or such gimmicks as lapel pins, bumper stickers, posters, billboards, etc.
2. Effective action depends in part on continuing relationship of local chairman to local government.

Reference: Local Program Handbook, ~~(State, 75¢)~~

3. She gets her committee from members not on the board, if possible, to involve more people and to prevent overburdening board members.

League of Women Voters of New York State [redacted]

Price....5¢
1965

JUL 3 RECD

HOW TO DIRECT A LEAGUE PROGRAM ITEM

The basic question: What is the local League Item chairman, her committee, and the Board's responsibility to insure proper, thorough coverage of each League program item?

I. New National or State ~~CA~~ Item

A. The chairman analyzes her job.
   1. Gets information from National or State Convention Workbook.
   2. Speaks to her League's delegates who were at Convention to discuss probable direction of the item based on proposals made.
   3. Reads direction as outlined in Post-Convention Board Reports.

B. The chairman finds her committee.
   1. She does this immediately to insure getting those she wants and to begin work immediately.
   2. She determines size of committee based on her early analysis of job to be done. See attached — 3.

C. Chairman and committee analyze their job.
   1. Assign work to members of committee. Trying to let each member choose area of special interest to her, one or two members assigned to direct specific part of study - dividing work based on direction from National Board Report. State or Appoint a secretary of your committee to keep record of your discussions.
   2. Plan regular meeting dates for your committee.
   3. Consider times in the League year for taking item to membership.
   4. Plan agenda for committee meetings - expect to hear and analyze one report at a time which is presented by member or members assigned to cover that area and discussed by whole committee. Following each discussion consider what is to be taken to members and how.

D. Chairman and her Board.
   1. Based on committee discussions, she interprets job to be done and keeps Board up to date on the item through regular reporting to the Board.
   2. She takes committees recommendations for areas to be covered at membership meetings and how material to be covered, etc., to Board for their discussion and approval. (Board, at program planning meeting, determines time for holding membership meetings based on recommendations of chairman and her committee).
   3. Based on committee's recommendations, she reports proposed method for seeking consensus, areas of agreement sought, etc., to Board for their discussion, suggestions, approval.

E. Taking item to members.
   1. Minimum of reporting pertinent facts to allow maximum amount of discussion.
   2. Speaker may be good for arousing member interest but only recommended if additional meetings planned to allow sufficient time for member discussion and to insure that all sides of subject considered.
   3. Visual aids - good if clear and aimed at helping discussion along. Not good if they are so detailed discussion time replaced with explanation of charts, or other visual aids.
   4. Skits and film good if brief and aimed at stimulating discussion.

5. Chairman, committee members, and Board members attending membership meetings should always be aware of member thinking to see if discussion indicates any emerging consensus.
6. Membership meetings held to consider questions for consensus should be devoted entirely to discussion of areas in which agreement sought - avoid long presentations, speakers, etc. at these meetings.

APR 22 RECD

TO: State Board

FROM: Mrs. S. E. Ziegler

RE: Exploration meeting in Garland

April 1968
LWV of Texas

Virginia Macdonald (Mrs. Colin J.) and I attended the meeting on Thursday evening, April 4th. Mimeographed letters had been sent to churches and PTAs in Garland, signed by thirteen women. The local newspaper gave the meeting good publicity. Thirty-two women attended. Publications were displayed and mainly distributed free of charge. Clever name tags were used.

Sue Heaberlin (Mrs. Charles L.) was the chairman. Virginia gave a stimulating talk on the fundamentals of the League. I explained the steps to be taken to organize a provisional League and the meaning of the provisional status. Thirty minutes were then devoted to answering questions. Again, some of the participants brought up the question of becoming a unit of the Dallas League. After some discussion, they overwhelmingly voted for provisional League status.

The new faces in attendance represented organizations but seemed willing to commit themselves as League members. If approximately 50 or more women had been there, I would have considered this a Pre-Organization Meeting. And then would have planned for the Organization Meeting. The problem we are facing is that we must have the Organization Meeting before June 1st so that the Board can make plans this summer and the K Y T Survey can be started. We are meeting again on Monday, April 15th. If an equal number or more women come to this meeting, we can consider it a Pre-Organization Meeting; appoint (or elect) the temporary leaders; meet the officials and other community leaders; and schedule the Organization Meeting by June 1st.

* * * * * *

APR 18 RECD

LEAGUE OF WOMEN VOTERS OF TEXAS

[redacted]

Presidents Mailing
April 1968

REQUEST FOR LOCAL BOARD TRAINING

The League of Women Voters of _____

requests local Board training on _____ First Choice

_____ Second Choice

_____ Third Choice

Mail one copy of this request form to: Mrs. Darvin M. Winick

[redacted]

Mail one copy to your Consultant

Mail one copy to the state office

APR 29 RECD

April 26, 1967

Mrs. Colin Macdonald
[redacted]

Dear Virginia,

In answer to your letter to Ruth Joor of April 20, I believe there has been a misunderstanding of the use of the material on disbanded Leagues. The original plan of the Field Service Committee was to have a summary of the historical material of each League available in the current state office file for use by any state Board member present or in the future who might need it. For example, I, as a new Field Service Vice President, had an inquiry about Bay City but could find no reference to Bay City in the available files. It was only when going through some of the historical files I found that folder.

When the Field Service Committee report was given at state Board meeting some Board members expressed an interest in a summary of the reasons for disbanding the Leagues. Your report was excellent and I felt more than fulfilled the request of the Board members and I therefore asked that it be reproduced and sent to all Board members. The individual League summary reports are in the current files and are available at anytime.

I am sorry there was this misunderstanding and I hope this clarifies everything.

As ever,

Mrs. T. A. Pollard

CC: Casperson, Martin, Winick, Brownscombe, s.o.

TO: State Board

LWV of Texas
April 1967

FROM: Mrs. Colin Macdonald

(16)

APR 15 1967

RE: Report on disbanded local Leagues. (Arlington, Bandera County, Bay City, Denison, Eagle Pass, Henderson, Kingsville, Laredo, Mission, Nederland, Orange, Pampa, Robstown, Snyder, Taylor, Welasco.)

PURPOSE: To see if there were common factors and situations in each of these Leagues at one time or another which led to the necessity to disband.

FORMAT: The format for reporting was suggested by Field Service Committee and would have, if enough useful information had been in the files, given a clearer picture of each League. I had suggested to Mrs. Pollard - and she agreed - that adding a heading on the number of program (discussion and general) meetings held during a year would suggest something useful but this sort of information was not generally in the files. Maybe the state Board never asked for it - we have come a long way in understanding and developing the techniques for more effective Field Service. Under the heading 'reasons for disbanding' those given came from the information sent to the national office when notice of disbanding was sent and from correspondence between state Board members and from personal observations from local League presidents and others. Information in this report has come solely from the files in the state office and the accuracy of some of it was hard to determine especially when a membership list was not dated, the list of Board members was not dated, minutes were not dated and correspondence - local to state and state to local - was often not dated and without a full signature anywhere. The most fascinating example was a letter:

TO: Jane
FROM: Her grandmother
RE: Visit
This letter seemed to discuss a visit by a state Board member. But who was Jane? Who was grandmother: What was the date: What League: It's a 'for instance' that may vividly remind us how unsatisfactory a record can be! As a result a "guesstimate" had to be given often.

The "Comments" are more interpretive and may point to some of the factors leading to lost Leagues:

Too short a provisional period and not enough supervision by the state Board during this time and for at least a year following recognition as a local League. Many times provisionals were recommended for local League status with too few members to allow adequate program coverage, or provide enough finance workers or to work for membership growth. Too few people had to do everything. True, the League has always had material on how to do all basic League procedures but it's one thing to read how to do something - quite another to actually do it. A provisional period of at least eighteen months with monthly Field Service visits would give actual and expanded experience in how to raise money, how to get and keep members and how to have meaningful meetings. It isn't necessarily so - and histories of two or three of these Leagues verify this - that because a provisional was once a unit of a local League that League know-how has been sufficiently absorbed to warrant shortening the provisional period to under a year.

Inadequate program coverage - Two aspects of this problem seemed to apply to each of the Leagues in this report: a) the number and type of program meetings was not carefully planned. Too often outside speaker-type meetings were held once a month on topics related to League program (though it was hard to figure how having a handwriting expertas part of a general membership meeting had bearing on League program).

(OVER)

Such monthly meetings were often considered adequate program coverage. Discussion groups as we know them were generally not functioning. b) Plans for getting state and national program material to members and plans for discussing the contents were not understood to be the responsibility of the whole Board. The publications portfolio was often not filled and when it was the chairman didn't understand the scope and importance of her job.

The nonpartisanship policy was often violated by leadership (Board members).

Lack of Communication between the state and local Leagues was very great. Minutes and VOTERs were sent to state office irregularly if at all and no memo type letters to the local Leagues to help them feel part of the state League.

Voters Service is the League activity new and young Leagues do with the greatest enthusiasm and frequency. It may seem strange to point to Voters Service as one road to lost Leagues - but it does not concern League program which in the long run sustains and increases member interest and participation.

To sum it up the factors leading to the failure of most of these Leagues seemed to be:

Too short a provisional period with inadequate supervision and follow up by the state Board.

No regular Board training for all - young and old.

Lack of understanding by the Board of the concept of total Board responsibility for all phases of League activity.

Value of contacts made at Council and Convention was not stressed - and the importance and responsibility to get delegates to attend.

Night Board meetings because too many members were working women.

Of course, many of the troubles were the result of shortage of money and woman power to actually maintain personal contact with these Leagues adequate to their varying needs. Some hard decisions will always have to be made, for instance: How many provisionals can be serviced well? How many should be started in relation to meeting the needs of established Leagues that have special problems? How important is it to require a reasonable increase in membership before recommending local League status? Five to ten more than when organized? How to resist the inevitable pressure for early recognition?

If this report has any value it would seem to be to remind ourselves of things we pretty well know are basic to strong Leagues any time and anywhere.

* * * * * * *

7/5 Rec'd 4/15

SUGGESTED SCHEDULE FOR TWO DAY BOARD TRAINING

Individual Conferences

First Day

President----------11/2 hours

Vice Presidents (with President)----------1 hour

All Program Chairman (Including CR)----------11/2 hours

Voters Service----------1 hour

Public Relations----------1 hour

Publications----------1 hour

Finance----------1 hour

Second Day

Membership----------1 hour

Secretary----------1/2 hour

Treasurer----------1 hour

Voter Editor----------1 hour

Nominating Committee----------1/2 hour

Budget Committee----------1/2 hour

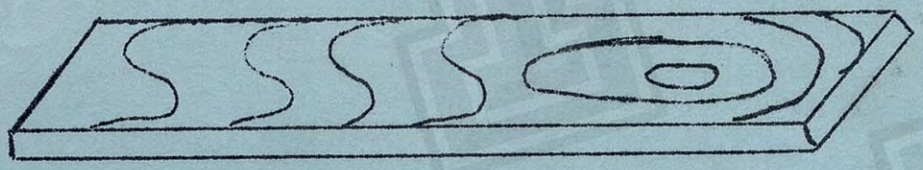
Whole Board----------1 to 2 hours

Wind up Conference with President

Order may be changed, of course. Nights may be utilized if necessary; check with your consultant.

It is well if the conferences can begin with the President, followed by time with the vice presidents, and end with the total Board meeting together - except for the final talk with the President. Committee members are always welcome at any of the conferences.

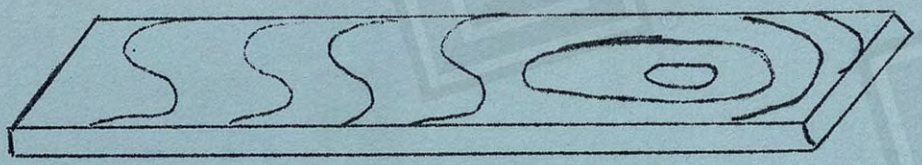
WHEN ON A LEAGUE BOARD



TRUE ✓		FALSE X
	No Board member is responsible for anything but her own portfolio	
	A well-planned agenda for a Board meeting should set time limits	
	League tools are to mend cracking League Boards	
	Calendars are for displaying pin-up girls	
	Board should plan activities so they will involve membership	
	Boards should make considered decisions about refreshments for meetings	
	Each local Board chairman should have a committee	
	A Board member need not attend unit meetings	
	State and National Boards need reports on local League activities	
	The only responsibility of the public Relations Chairman is to put meeting notices in the paper	
	One good use for Bulletins is to provide every-member program material	
	Consensus is reached by polling the membership	
	Official local League communications should be approved by the president	
	State Board should be consulted about bylaw changes before recommending them to the membership	
	League action is a fifty mile hike (any member can do it)	
	The Board is responsible for selecting the Current Ag enda	
	A resource chairman should tell the Board what her committee plans to do before they do it	
	The only job of the membership committee is to get new members	
	Good local program promotes member growth and participation	
	The role of the unit chairman is to find meeting places	
	Candidate questionnaires and interviews should promote League program	
	A precinct committee woman is a good choice for voters service chairman	
	Budgets are blue-prints for building better Leagues	
	Finance is a year round job	

Ruth

THIS IS A LEAGUE BOARD



TRUE		FALSE
✓	No Board member is responsible for anything but her own portfolio	X
	A well-planned agenda for a Board meeting should set time limits	
	League tools are to mend cracking League Boards	
	Calendars are for displaying pin-up girls	
	Board should plan activities so they will involve membership	
	Boards should make considered decisions about refreshments for meetings	
	Each local Board chairman should have a committee	
	A Board member need not attend unit meetings	
	State and National Boards need reports on local League activities	
	The only responsibility of the public Relations Chairman is to put meeting notices in the paper	
	One good use for Bulletins is to provide every-member program material	
	Consensus is reached by polling the membership	
	Official local League communications should be approved by the president	
	State Board should be consulted about bylaw changes before recommending them to the membership	
	League action is a fifty mile hike (any member can do it)	
	The Board is responsible for selecting the Current Ag enda	
	A resource chairman should tell the Board what her committee plans to do before they do it	
	The only job of the membership committee is to get new members	
	Good local program promotes member growth and participation	
	The role of the unit chairman is to find meeting places	
	Candidate questionnaires and interviews should promote League program	
	A precinct committee woman is a good choice for voters service chairman	
	Budgets are blue-prints for building better Leagues	
	Finance is a year round job	

Ruth File

League of Women Voters of Texas [redacted]

@ Amarillo Area Conference

TO: State Board Members
FROM: Betty Pettis

Notes from Training Session for Field Service
Amarillo, Texas - October 24, 1958

Leader: Miss Christine Urban, National Field Staff
Those present: Mrs. Hill Baggett; Mrs. Ray Boster, San Angelo; Mrs. Nay Hale, Lubbock; Mrs. Homer Roper, Lubbock; Mrs. Herbert C. Martin, Amarillo; Mrs. O. L. Johnson, Amarillo; Mrs. Eugene Fennimore, Amarillo (for part of the meeting); Mrs. George Boller, Galveston; and Mrs. Irving Pettis, Waco.

The group gathered in the Herring Hotel dining room immediately following the close of the Area Conference. Discussion lasted from about 2:00 PM until 3:30 PM. At that time Mrs. Boster, Mrs. Baggett, Mrs. Roper, and Mrs. Boller had to leave for home. Mrs. Hale, Mrs. Martin, Mrs. Johnson, Mrs. Pettis and Miss Urban continued until 4:30 PM. (Much of this period was given to a discussion of the Midland League and the approach Mrs. Hale might adopt when she visits them in November.)

Miss Urban began by asking, "What is a consultant"? A consultant is a member assigned by the State Board to work with one or more Leagues. It is her job to become well acquainted with these Leagues, to understand them, analyzing their strengths and weaknesses. She will use any techniques to get acquainted with them that come naturally to her. It will be important for her to see the membership by attending general meetings and units, if possible. She will try to learn as much as possible about the community. (She will become acquainted with the Board and help them think through their plans, analyzing strengths as well as problems.

She will act as a pipeline between the local Leagues and the State Board, thereby (1) appraising over-all trends; (2) seeing and suggesting possible policy changes; (3) being a great help to the State Board and Nominating Committee by spotting potential new leaders.

How would local Leagues be made aware of this plan so that they would understand and participate?
A letter might be sent out to all local Leagues, telling them that an experiment is being inaugurated with the hope of making field service more effective, etc. It would be pointed out that there is not enough available leadership to assign every League a consultant or co-ordinator in the next year or so; that assignments of these leaders will necessarily be made to Leagues in the vicinity of available leadership. Stress could be placed on the fact that all Leagues receive and give help through attendance at area meetings, conventions and Presidents Council.- also through correspondence with State Board counterparts. Where an assignment of a consultant is made, not only the name of the consultant could be given but a description of that person's background.

The group talked about a name that could be used instead of consultant, which would convey the idea of this being a sharing process -- not the assignment of an "expert" who knows all, etc. Co-ordinator was mentioned.

Qualifications for a Co-ordinator.
A person who is friendly and objective; with time to make visits and write letters.

Procedural Suggestions.

(a) Be able to adjust your plans and visit to the circumstances.
(b) Play it by ear.
(c) Don't try to cover the waterfront.
(d) Don't give them too much at a time -- don't overpower.
(e) Work and plan for the FUTURE.
(f) Don't just lay down a policy -- give them the reasons -- say why.
(g) Help the local Leagues to think through their own plans.
(h) Don't say you should or shouldn't, or else - because what would be the punishment? National Board would never disband them.
(i) Steer clear of suggesting people (specific individuals) but state the qualifications for positions.
(j) Don't push Leagues because they are not doing everything up to the hilt.
(k) Don't try to accomplish too much.
(l) Don't duck specifics.
(m) Use State Board resource people wherever indicated, if possible.

Things State Board should provide for Co-ordinators.

(a) Bulletins and Minutes of Leagues assigned -- a must.
(b) Provide financially for inviting Co-ordinators to State meetings.

Reports -- Contents.

(a) Current statistics with comparative figures with other years.
(b) Program coverage, qualitatively as well as number of meetings
(c) Plans for future.
(d) Conclusions.

Time ran out on us so that we didn't have time to develop this in detail.

A round robin letter between local League counterparts was suggested as a means of sharing ideas -- method of communication.

Field Service Notes

November 1958 Board Meeting

July 20, 1967 JUL 21 RECD

TO: FS Comm., SO, Martin & Winick
FROM: Braunagel
RE: Small Leagues

We have all been concerned about small Leagues for some time but nothing specific has been done except for a few visits to cope with a particuliar problem. This is, of course, a problem for the entire State Board but it is appropiate for organization to initiate plans for consideration.

Perhaps it would be a good idea to spend some of our "free" time during the summer months in considering this problem and maybe come to the September Board meeting with suggestions for the Board.

A State Board Supplement from national came out on this very subject while I was attempting to do an evaluation and writing up some rough notes. It seems that quite a few states have been giving serious time and effort to this matter and some of them are beginning to come up with answers. The consensus seems to be that each state needs to adapt to its own particuliar situation based on the 1965 Small League memo.

Based on the Nov. 1, 1966 membership figures, we have 11 Leagues with a membership under 50. There are 10 Leagues with a membership between 50 and 70 and 8 Leagues between 70 and 100. We have 6 between 100 and 300 ~~and 300~~ and 2 with a membership over 400. I do not know the present membership of our Provisional League at the moment.

In an effort to help us decide on the figure to use for a small League, I have attempted to do an evaluation based on FS reports, Voters, general knowledge of the LLs and some minutes. I'm sure that each of you will have something to add to my evaluation.

50 Members or Less-

8 showed a loss in membership ranging from 1 to 18. (San Angelo is in this group but since we don't know about them yet, they are not included in the breakdown.) Two Leagues gained 6 members each.

Common problems that evolve from evaluation: almost no developing leadership; Boards members overworked, frustrated and on the defensive; weak Program coverage; no discussion meetings or a very limited use of the discussion technique; almost no committees (even the one other person); lack of money caused in most instances by a lack of people to get the job done; often a poor choice of local Program and the knowhow to carry it out;none of them eager to cooperate with other local Leagues--even if they are close. Maintaining their own identity is all important. There is a real weakness in understanding how to prepare discussion outlines, condense material and present it for membership consideration. Because of the heavy load the Board carries, they seem to neglect involving the members they have.

There are exceptions, of course. One of these Leagues is quite strong in Program and two or three others do as well as they can with their limited resources. This is brutal evaluation but is done with a view toward helping them.
Strong Points: Voters Service is amazing and this includes San Angelo up to the time they thought we were disbanding them.

Set up a committee made up of small League Presidents and State Board members (and FSSS, I hope) to discuss problems and possible solutions. Again, for money reasons, we would probably have to limit this committee to easy traveling distance which is too bad but the idea has merit. At least one other state used this.

Schedule a meeting for small Leagues at Convention. We could do this in several ways--none of them perfect--subject to the approval of the Convention Comm. and the Board. 1) set the meeting at the time the Little Meetings on Pr are to be held, 2)maybe during the time the daytime caucuses are to be held, or 3) set it to follow the dinner meeting. The third idea is probably best as they could take as much time as they want or as much as they could stand physically.

If we have a committee made up of small League Presidents working between Sept. and Convention, we could send advance material of possible areas for discussion in the Workbook or to small Leagues only. This would insure better use of time. It would also give them the opportunity to come up with ideas of their own which could very well be excellent.

Here are a few ideas of areas where I think we could really help them.

Planning- This would include calendar planning using the "essential" technique.

NOTE: I am developing this idea in detail but will not include it in this first memo. I'm going to Irving on July 26th and 27th and will attempt to put this technique into practice.

How to prepare a discussion outline--most of our LLs need this technique and I hope we can do it at Area Conferences for everybody.

How to prepare local Voter material to bring members up to date not scheduled for meeting time. Somewhere recently in some national material I read where the State Board member could or should do at least one of these articles to help the LLs know how to do it and to be sure that it is done. I believe the example they used was Trade and Aid which Peggy has been pointing out has been sadly neglected this year.

Discuss with SB Program people the idea of study outlines with differnt levels of coverage---this would be especially important in the 1968-69 Program. This is another opportunity to work with essentials and we have a perfect guideline in Meaningful Meetings.

Cooperation with nearby Leagues to the best possible advantage. This won't be popular and will need careful handling.

Where to look for new members and how to involve them. This could be done on a single member idea and you'd be surprised how many suggestions you can make that they haven't considered.

Board organization where there are not enough people to do the job.

A list for essentials--a second list of what to do if they have time or womanpower.

In most cases their image in the community is still good even when the League is in real trouble. Their PR with their members is not so good. There are many dedicated Board members eager and anxious to do a good League job--up to the point where they burn themselves out completely. The memo from national emphasises the fact that, over and over, small Leagues reject a solution which would create second class Leagues. They want to begin where the others begin and end where the others end. The memo also states that we can help with special techniques and they key word seems to be "essential." We need to help them understand what is essential in a good League job.

Membership 50-70

This group of 10 Leagues showed a gain in membership in 7 Leagues ranging from 4 to 19. One showed a net loss of 9 members and two others lost 4 each.

Most of these Leagues have discussion meetings but could use help. At least three of them need help badly. 4 are pretty strong in Program with 3 very weak.

Leadership, committees, membership, money and the real involvement of the members they have are their common problems.

70 to 100 Members

8 Leagues-4 gained and 4 lost members.

Three of these Leagues are strong in Program with good discussion meetings and they are still trying to improve and learn better discussion techniques. One League has one meeting a month with no units but they are considering changing. The other Leagues in this group could use help in improving their meetings. Membership, member involvement, money, committees and planning are some of the problems.

100-300 Members

6 Leagues--4 gained and 2 lost members. One gained 54 and one lost 35. WHY--in both cases.

Over 400 Members

One lost 18 members and one gained 14.

What is the cut-off figure for a small League in our state? We have 21 Leagues with a membership of 70 or under. As I look at the Leagues involved, I hate to consider 50 as a cut-off figure. Also, I remember the meeting of small Leagues arranged at Presidents Council by the LLs and we had a large group present with a good many from the over 50 group.

Some Possible Ideas For Helping Small Leagues - this is a kick-off for ideas and suggestions from each of you.

Group them as best we can geographically and send teams to consult with them on problems and solutions. National stresses that the people who work with them should have special training in order to really help. In my opinion this is one of the best possible solutions BUT WE HAVE NO MONEY.

Ask them for ideas and suggestions of how they think the State Board or Natioanl can help them.

Finance Drive---always

Committees--how to get and how to use--spot job technique etc.

Relieve them of guilt complex, the feeling of overwork, the defensive attitude and the sense of failure.

Just knowing that the State Board cares and is trying to help them to help themselves will go a long way.

Here is a Workshop Agenda that has possibilities. We might want to change part of it but it has some essential areas for discussion.

LITTLE LEAGUE WORKSHOP

1. MEMBERSHIB
   A. Turnover
   B. Getting and Keeping (Orientation)
   C. Problems and solutions (Involvement.)

2. Quality of Consensus
   A. How much does it reflect informed membership
   B. Allocation of Time on Items
   C. What Performance meets local criteria; State and national criteria
   D. Influence or Image in Community

3. AGENDA STRUCTURE
   A. Size of Workload
   B. Level of Study; number of items, disposition and emphasis

4. BOARD PROBLEMS OF SMALL LEAGUES
   A. Multiple Portfolio Assignments
   B. Size, Resignations etc.

5. ORGANIZATION STRUCTURE
   A. Different types of unitd--general meetings, workshops. Staffing How etc.

This is just to stimulate your thinking. Some of the points I feel sure we would like to include in our Workshop. We can change emphasis and wording as we work with the possibilities.

Put on your "thinking caps" and let's see if we can come up with some real help for our small Leagues BEFORE we have more LLs in serious trouble.

Martin
Rec'd May 14, 1966

HANDBOOK

FOR

FIELD SERVICE CONSULTANTS

This is a suggested outline and does not have to be adhered to specifically as set forth. Each area will have its own problems, to be handled as the Consultant thinks best.

League of Women Voters of Texas

[redacted]

Consultant -
Check all mail before leaving home - Ask LL about deadlines met

SB or Natl. Board Reports
Chm. checks own section immediately to see what pertains to their portfolio - sometimes deadlines to be met.

Work with Publications Catalogues - both State & Natl. - With each Chm.

Training in Spring preferrable so summer planning can be done - at least for Committees -

F/S Report to LL President -
Pres. could have this minus so each Board member can have copy - hopefully, she will at least read at Board Meeting.

Clippings - 3 copies - 1 for LL Scrapbook
1 for State PR chm
1 for SB person it pertains to -
(FS would appreciate one too if available)

F.S. files - Keep all VOTERS and all minutes
CC can be thrown away after 2 years

"sticky situations" - review before others -
Say "I'll make a note of that and we'll talk about it later. Then come back to it with others present.

Local Board Members > Remember to orient committee at first meeting each year.
what the particular committee is -
responsibilities, goals, how it fits into total League picture.
Chm. should have planned agenda for comm. meetings.
what is to be covered, decided, presented @ next Board Meeting etc.
Jobs to be done by Comm. members should be listed and assigned before meeting adjourns.
Good for each comm. member to have copy of Agenda.

League of Women Voters of Texas

[redacted]

TABLE OF CONTENTS

Page

Introduction to Field Service Handbook – 1

Guide for Two Day Board Training Session – 2

Checklist for Field Service Consultants - General Information - 3
LL Board Members Notebooks – p. 9

Outline Form for Reporting Local League Board Training – 4

Checklist of Materials for Field Service Consultants – 5 and 6

The Board as a Whole – 7, 8 and 9
Board members Notebooks - p. 9

The Local League President – 10

The Vice Presidents – 11

The Secretary – 12

The Treasurer – 13

All Program Chairmen and Committees – 14, 15, and 16

Discussion Meetings – 17

Membership Chairman and Committee – 18 and 19

Publications – 20 and 21

Finance – 22

The VOTER – 23

Voter Service – 24

Public Relations – 25

Budget Committee

Nominating Committee

League of Women Voters of Texas

[redacted]

INTRODUCTION TO FIELD SERVICE HANDBOOK

This Handbook is designed as a guide for two-day board training sessions. We hope that it will be a useful tool but do remember that it is limited in value because it tends to be inflexible.

YOU ARE THE EXTRA INGREDIENT NECESSARY TO MAKE THIS TRAINING A MEANINGFUL EXPERIENCE FOR THE LOCAL LEAGUES.

Don't do everything the same way every time. Evaluate the League you are to visit. Some have Presidents with several years experience on the Board and probably have enough continuing board members to make a routine training session repetitious. This is especially true with our big city Leagues and some of our medium sized ones. RELAX - - change your procedure to fit the situation. Find out what they want to talk about and spend more time on this type of discussion than you do on basic training. A trend already points to their interest in discussing such things as political effectiveness, cooperation with other Leagues and other organizations, consensus etc. The League job is big enough and important enough for Field Service personnel to make every effort to meet the needs of each individual League.

Not all Leagues have the womanpower to "follow the book" in all respects. A report on small Leagues will be made at National Presidents' Council and should be available soon. Substitute arrangements are necessary to help our small Leagues do the very best job they can without developing a guilt complex. Program coverage needs to be geared to the size of the League. Help them work out some of the techniques and skills to make this possible. Joint resource committees with nearby Leagues is proving helpful.

Many Leagues will need the basic training as outlined in this Handbook and a great deal of the information in it will be used as you discuss any phase of League activity.

Remember we are working with volunteers - - dedicated volunteers in most instances - - but in order to be successful, we must be able to stimulate and inspire the local group to WANT to be the very best League in the state.

Add your own personal notes as you go along in order to make this <u>your</u> Handbook and

H A V E F U N

GUIDE FOR TWO DAY BOARD TRAINING SESSION

I. Advance Preparation.

A. Establish a mutually convenient date. This may have been set at Council or Convention or you may want to write suggesting several possible dates.

B. Letter to local League President.

1. Outline procedure to be followed - refer to Presidents' Kit-pg 17 from Council or make your own suggested procedure.
2. Send your letter well enough in advance to allow time for her to set up appointments.
3. State arrival and departure time and how you are coming. Ask that a modest room be reserved for you in a convenient hotel or motel. This avoids any feeling of pressure to make a houseguest of a FS worker. Use your own judgment but it is usually good PR to stay with someone if you are invited to do so, but FS visits are apt to be overstimulating and you may wish a chance to relax on your own.
4. Request that individual conferences be set up first to be followed by meeting with entire Board.
5. Suggest Chairmen of Nominating and Budget Committees attend meeting.
6. Let her know that interested members are welcome if she wishes to include them.

II. Individual Conference.

1. Be familiar with LL Handbook and principal publications for each portfolio.
2. Gauge your approach to the experience of the chairman.
   New - - a general how-to in order that she may feel comfortable in her new job.
   Experienced --- get her reaction to new material and tools and encourage her to ask questions --- she, too, may need specific help with techniques and new ideas.
3. A separate page for each portfolio is most useful as a reminder of the important things for each job and for the specific publications which apply to each.
4. Publications. Samples of the most important publications are vital as a part of FS notebook or folder. Transfer of materials to both old and new portfolios often proves inadequate in many local Leagues. Without the publication, you will often find your description of it fails to accomplish your purpose. Each individual FS worker may want to set up her own system. Folders, notebooks and flip charts are currently being used.

CHECKLIST FOR FIELD SERVICE CONSULTANTS - GENERAL INFORMATION

I. Materials (all to be returned to State Office when your term is completed).
   A. Duplicate Presidents Mailing from National.
   B. State Standing Order.
   C. File on assigned local League.
      1. Minutes sent to you by State Office.
      2. Bylaws sent to you by SO as available - or ask for copy when you visit your League.
      3. Local League VOTERS -- ask to be placed on their mailing list.
      4. Carbon copies of correspondence from State Board members to your assigned League will be sent to you.
   D. Material for your Organization Notebook sent to you by SO. (This does not include ring binder.)

II. Reports.
   A. Write a report of your visit to a local League within ten days. Use Outline Form for Reporting LL Board Training Session.
   B. Make every effort to write the local League President within three or four days of visit. Include praise for what they are doing well. Summarize what was covered in training session.
   C. Quarterly Reports. This is for the information of the State Board and is based on your personal knowledge of your assigned League and from information in the minutes and VOTERS. This is general information on the "state of the League". (No June Board report is necessary - Field service visits will give the State Board a complete picture.)

III. Correspondence --- From Consultant to Assigned League. (Carbon copy for SO, Field Service V-P, Area Chairman and one for your file.)
   A. Your correspondence with assigned League will encourage a closer relationship with them and allow more frequent exchange of ideas. Caution is advised as this should be spontaneous and answer a real need. Don't leave the impression you are "looking over their shoulder" -
   B. With Consultant and Field Service Committee. (Carbon copies same as above.) This should be a two-way exchange of ideas, suggestions, problems,etc.

IV. Number of Visits to assigned Leagues.
   A. Once a year for a two-day board training session.
   B. Leagues on reorganization or provisional status should be visited every month -- either Board or a general meeting.
   C. Leagues for first year after organization should be visited about once a month.
   D. Additional visits upon special direction from the Board. Your Area Chairman may make a decision concerning an extra visit if time is pressing. She will consult with the FS V-P or State Office if necessary.

V. Reimbursements (Send State Office an expense sheet for reimbursement.)
   A. Travel by car at 6¢ per mile - actual fare by bus or train - plane only when absolutely necessary.
   B. $4.00 for one day's meals -- Breakfast, $1.00; Lunch, $1.00; Dinner, $2.00. If you should be a guest in someone's home, deduct the amount for that particular meal or meals from your day's expenses.
   C. Hotel or Motel - actual cost of room but try for modest accommodations. Tips are not included but taxi fare is part of your travel expense.

OUTLINE FORM FOR REPORTING LOCAL LEAGUE BOARD TRAINING

LEAGUE VISITED: DATE: CONSULTANT:

REASON FOR VISIT:

TYPES OF MEETING HELD:

ORGANIZATION: (Size of Board; Number of VPs and how set up. Copy of chart

GENERAL INFORMATION:
- Dues - Amount
- Membership total
- Budget, Pledge (Pd.?) Non-member contributions; Member contributions.
- Committees? Used?
- Bylaws - up to date? (Do you have copy?)

President

Vice Presidents - how used - do they carry portfolio?

Program - How handled? Discussion? Lectures? Consensus? Program-making?
- National
- State
- Local

Calendar - for year

Voters Service

Publications - Number of Standing Orders from State Office; National Board Report; Duplicate President's Mailing; Local Sub-Service.

Public Relations
Finance

VOTER

Membership
Legislative
Treasurer

Units - Number - How often they meet - use discussion leaders?

Secretary
Prog-making
Nominating Committee

Budget Committee

Evaluation
Potential SB?

NOTE: Names will not be used in these reports - - just refer to President, VPs., Membership Chairman, etc.

# # # # # # # # # # #

CHECKLIST OF MATERIALS FOR FIELD SERVICE CONSULTANTS
League of Women Voters of Texas

[redacted]

April 1965

State Board Handbook
Organizing Leagues - National
Indiana How To on Local Program $1.00 Apr. 1964 - 1 copy sent to each LL
Presidents Workshop Kit (~~1965~~ 1967 Presidents' Council)
Bylaws: National, State, Standard Bylaws for Local Leagues & a copy of bylaws of League visited.

Board Lists: National, State and local
Budgets: National, State and local
Publications Catalogs - State and National
Publications Handbook - State
State Board Policy Sheet and Sample Policy Sheet for local Leagues.
National Continuing Responsibilities 1962-64
Program Flip Chart - State
Most Recent Publications on both State and National CAs
Do You Know the A-B-C's of Your Towns Government - National
You and Your National Government - National
Role of Political Parties - USA - National
Give the Voter a Hand - National
Swap Shop & V.I.P. (Voters Service - National)
It Makes a Difference - National
Facts About the LWV - National (out of print - to be reissued in June '65)
Tips on Reaching the Public - National
The Art of Raising Money for the LWV - National
How to Spend Money for the LWV - National
Money Matters #3 The Intelligent Board Member's Guide to League Budgets - National
Budget Form - National
Prospecting for GOLD in Texas - State
Know Your Local Government - National
Know Your County - National
Choosing the President - National
When You Come to Washington - National
Forty Years of a Great Idea - National
The Member and the League - National
Leadership for Effective Leagues - National
Speak for the League - And How --- State
Guide for Local League Treasurer - National 1962
Digests and Current Reviews on State CRs - State
Membership Swapshop - State (Memos from Mimi)
How to Get and Keep Members
Membership Matters - Nos. 1, 2, 3 4 - National
Who Me? Go to my Precinct Convention? - State on 1966 Voter's Guides
Facts of Life in Texas - State
Suggestions for Local League Secretaries - State
Bulletin Editors - Tips To Local League Bulletin Editors, 1963 - State
Checklist - National (196
League Lingo - State
At Your Fingertips - National
Success Stories - National
National and State Board Reports - as issued
Suggested Work Calendar - state
Checklist for Important Dates With Your Postman - state
Current Legislative Tools - State (as issued)

5

April 1965

Checklist of Materials for Field Service Consultants - ~~Page 2~~

A School for Jurors - State
A Guide for Jurors - 1959 - State
Nonpartisanship Policy Letter - State 11/57
Lets Have a Discussion - State aug. 1964
Antidotes for the Antis - Mrs. Morgan's Convention Speech - State
Antidotes for the Antis Revisited - State
Expense Sheets
Report on Membership Growth in San Antonio League
Consensus Sheet (Virginia)
Tips on Reaching Texas
How to Write Your Elected Officials - March, 1966 (State)
The Art of Spending Money for the LWV - Natl. Nov. 1965 - .40¢
A Budget Committee Workbook - Natl. Nov. 1965 .25¢
(Has Budget Forms)

NOTE from State Office to Field Service Consultants - If any of these suggested publications is missing from your file, please notify us so that we may order them for you.

Pres - has right to expect Board members @ all meetings -

THE BOARD AS A WHOLE

I. Purpose of FS visit. State Board Role - page 3, LL Handbook; Recognition Standards - page 2, LL Handbook.

Help organize & Maintain
Help implement Program

See Notes

* Bylaws to be followed - Also 7 policies printed in italics. Rest "should"
Pres. has right to expect - - -

II. Stress the four areas that are the major responsibility of the local League Board.

A. Program - - LL Handbook pages 16 through 26.
B. Voters Service - - LL Handbook pages 38 - 40
C. Membership - LL Handbook pages 44 - 45
D. Finance - - LL Handbook pages 46 - 48

Program is the most important thing we do in the League. Voters Service is exactly what the name implies -- a service to Voters. In order to carry out Program and render a service to citizens in our communities, we must have members and we must have the money to do the job well.

A. Program is mandatory. Program is chosen by members at all three levels and it is the responsibility of the local Board to provide as much content information as possible in order that members may make informed decisions.

1. Workload is divided but at same time remains ONE. Most League activity goes on simultaneously so workload is divided according to womanpower, talents and interests. Total responsibility for the whole League operation remains with the Board.
2. Everything the League does starts with Board planning. This is total Board responsibility - - your first responsibility - - individual portfolios, second.
3. Advance planning key to successful League operation. Plan for program coverage - - Master Calendar (mention Suggested Work Calendar, State and National Board Reports). Plan to list all activities in order that you may know where you stand. Be realistic - - membership of 70 - 30 active - cut back to workload for 30. Don't feel guilty. Plan to cover some items in different ways, - - VOTER articles, a planned joint project with a nearby League, a joint summer unit where members may catch up, etc. Advance planning pays big dividends.
4. Evaluate. Take time to evaluate what you have done and how it could be improved. Evaluation of all League activities is Board time well spent.

B. Voters Service - optional - evaluate in terms of womanpower, money etc. Leagues do excellent job with good membership participation in V/S. -- Ask their views on expanded V/S since Council and if they are planning changes. Stress difference between program and V/S.

but very imp

(MORE on V/S later)

C. Membership -- matter of concern to LLs all over country. Communications between Boards and members should or could be improved. Principal responsibility of Board planning falls in three areas: Recruitment, Orientation and Promotion of member involvement.

a) Recruitment - easier to get than to keep members. Build and maintain a League that women will want to join. The League competes with every other organization in town for the limited time of volunteers. Call Board's attention to How to Get and Keep Members, Membership Matters #1,#2,#3, Membership Swapshop. They need to be familiar with these tools as part of their total Board responsibility.

Public

b) Orientation -- no longer structure of League but what is going on now -- what is the LWV doing in my town, etc. Call attention to "Report of Membership Growth in San Antonio." Stress fact that members expect to gain from their League membership.

c) Membership participation -- has to be planned for -- doesn't just happen -- don't let them be just names on a list. It is the responsibility of the entire Board to help the Membership Committee plan the best possible methods for member involvement.

D. Finance. Set up a timetable for all phases -- and carry through. The Finance Chairman has a right to expect that each Board member will accept her individual responsibility in planning and in active participation in campaign.

#STOP

III. Role of VPs -- (you could cover this in the beginning.)

IV. Committees - - Get the committee habit - it pays big dividends in sharing the workload, training leaders, etc. Try for at least one other person (in small Leagues.)

V. Meetings. Board plans for all types of meetings in order to do the best possible job. This includes Discussion Units, general meetings, workshops and program planning meetings.

VI. Reporting. LL Handbook - pages 12 and 56.

A. Board members report to the Board - often most neglected.
1. Each committee reports (and asks approval) of plans - do report back to the Board on follow through.
2. Report what happened at units -- consensus is recorded.
3. Report to membership -- don't keep the member in the dark.

B. Report to state and national when requested to do so.

VII. Non-partisanship -- LL Handbook page 5.
Non-partisanship Policy Letter - state.

VIII. Consensus.
LL Handbook - page 17; Local Program How To (Indiana) page 14
Consensus Sheet - LWV of Virginia

NOTE: Obviously you will not be able to cover everything on this list. Try to judge from the individual conferences which things need to be stressed, cover as much as you can and allow plenty of time for questions. You will find that almost everything can be covered by using this procedure. It is very important that the Board be given plenty of time to ask questions or to bring up particular problems. We are there to help them with what they need -- not what we think they need.

P.R. of Board + members. Board members announcements + report @ meetings - Get acquainted with members.

GENERAL PUBLICATIONS FOR EVERY BOARD MEMBERS NOTEBOOK

Local League Handbook
State Board Reports
National Board Reports
Board Members list -- local, state, national
Board Organization chart
Local, State and National Program (list of CAs and CRs)
State Program Flipchart
National CRs Booklet
Bylaws, local, state and national
Budgets, local, state and national
League Lingo
Suggested Work Calendar for the current year
Checklist for Important Dates with Your Postman
Checklist for Local League Presidents - national
Publications Catalog - state, national
Membership list and list of committee Assignments
Local League Presidents of Texas list
Publications Handbook
Facts About the LWV
Speak for the League - and How
Tips on Reaching the Public (may be supplied a few each year)
Current letters from state and national President
Board Meeting Agendas and Minutes (if sent to all Board members.)
Treasurer's Reports - local, state and national
18 Principles
40 Years of a Great Idea
Leadership for Effective Leagues
The Member and the League
It Makes a Difference (Expensive - add a few each year)
Current Program Material
Current Flyers and Leaflets
Money Matters #3 - What Every Intelligent Board Member should Know About the Budget
How to Spend Money for the LWV
Current Program Publications

# # # # # # # #

I. Give as much time as necessary to explaining role of VPs.
   A. Depend on VPs to keep you current on details.
   B. Ask them to request needed committee time on agenda.
   C. Perhaps meet about twice a year to evaluate progress.

II. The timed agenda.
   A. Send to Board a week in advance.
   B. Include memo or note of explanation or questions to be considered, if necessary.
   C. Check with VPs in assigning com mittee time.
   D. A boxed-in statement in the middle of the agenda might be valuable as a reminder to the Board to bring their material for the VOTER.
   E. Be sure to allow enough time to conduct the necessary business. A minimum of two hours is usually required.

III. Appoint Budget and Bylaws committees early and name the two Board members to complete the Nominating Committee as soon as possible.

IV. Review local League Policy Sheet.
   A. Appoint a committee to review Policy Sheet and report to the Board for final approval, or
   B. Review the Policy Sheet with the entire Board and make necessary changes. (This is more time consuming.)

V. Oversee the preparation of the Master Calendar for the Year.
   A. Be sure deadlines are included in all areas of work.
   B. Help the Board see the value of a Calendar including everything you hope to do this year.

VI. Attend as many meetings as you can as this is a wonderful opportunity to strengthen communications.

VII. Ask Publications Chairman (and the VP responsible for this portfolio) to see that each Board member has a complete notebook.

VIII. The final responsibility for what goes on in a League -- how and what work it does for the members and for the community - is the President's. You may delegate lots of authority but you cannot delegate your responsibility. Your job will be mostly administrative - and the better you do this - the more you will enjoy your role as local League President.

PUBLICATIONS: Presidents' Workshop Kit (1965 Presidents' Council)
Complete set of all publications that come to you as President for your file.
Have a "speaking acquaintance" with all League publications in order to be able to discuss them when necessary and in order to be able to assign responsibility for the work which needs to be done.

Read & re-read "Who, Me a LL Pres.?" (Back of Notebook) To look over it once in a while
Delegate authority & have whole Board working. Pres. must recognize she is the "emergency person" however.
Imp. of follow-up (diplomatically - close contact with Board and VPs
Know what is going on at all times - never get caught short that something is not being done.

THE VICE PRESIDENTS

I. Board organization.
   A. Purpose
      1. To establish a workable system of administering League work.
      2. To provide the most efficient and effective use of Board members.
      3. To assure relatively equal distribution of jobs.

   B. Assignments
      1. Decide the portfolios with which each VP is primarily concerned as soon as possible.
      2. Plan may vary from year to year. First VP does not have to be Program VP. Fit the person to the job.
      3. VPs may have a portfolio in addition to other duties -- especially in the small Leagues.

II. Role of VP with Chairmen.
   A. Establish close relationship with chairmen. Set up a meeting with them early in the League year.
      1. Explain the VPs job.
         a. To keep up with progress or implementation of plans for each portfolio.
         b. To attend committee meetings and help if necessary.
         c. Pinch-hit for a chairman in case of an emergency.
         d. Serve as consultant for each chairman.
         e. By close contact with chairman VP will know what needs Board discussion and decision and how much time is needed on the agenda.

III. Role of VPs with President and other VPs.
   A. President will probably want to get together with VPs occasionally just to evaluate and talk things over.
   B. Actually function as aides to the President.
   C. Keep in close contact with other VPs.
      1. Work together to stimulate ideas for operation of the League.
         a. Help with ideas for PR as it affects other portfolios.
         b. Promote distribution of publications as ideas occur during committee discussion.
         c. Share some of your ideas with Finance if your group thinks of something to be sent to contributors on a selective basis or if new names come up in discussion.

IV. Publications.
   A. Vice Presidents receive same mailing as the President from State DPM State Office.
      1. Read your mail -- otherwise you cannot keep up to date.
      2. Pass on to various chairmen the publications they should have.
      3. You might want to work out a system of exchange with the other VPs so that each of you could have extra material for the committee members serving with you -- after you have read it, of course.
   B. If possible, the VPs should have a Duplicate Presidents Mailing from national. The same system of sharing material could be worked out with other VPs. If your League cannot afford this for each VP, the Program VP should have one and perhaps another could be shared.
   C. Standing Order for National Board Reports. Almost a must for every Board member and it is very important that the VPs get it.

THE SECRETARY

LL Handbook page 13
page 56 (1,2 & 7)

I. Total Board responsibility and role of VPs. (Included with each office and portfolio with the idea that it will bring a better understanding of total Board intergration.)

II. Keeping the minutes.
- A Format -- often helps to take sample of minutes to show .
- B Historical record.
- C Often helps to explain how minutes are used and that we really read them.
- D Try to write minutes within week of meeting and check with VP or President for accuracy. Remember to send three copies to State Office and one to local President. right after meeting, with Pres. approval

III. May hold additional portfolio -- Secy. usually serves as Bylaws Chairman and may serve as parliamentarian.

IV. Keep record of decisions made by the Board that may need to be included in the Policy Sheet. Help remind Program Chairman of importance of permanent record of consensus. Help the Board with deadlines.

PUBLICATIONS: Suggestions for local League Secretaries (Back of this Notebook)

Even though you have many publications as a Board member it is very important that these be in your notebook for quick reference: (Rec. separate notebook from one minutes are in. file, carefully, old minutes.)

Bylaws - local, state and national
Standard local League Bylaws
Organization chart for local League
List of State and National Officers and Directors
List of local League Presidents
Checklist For Important Dates With Your Postman
Roberts Rules of Order
COPY of BUDGET
POLICY SHEET

Review: CHECKLIST (State)
CHECKLIST (NATL. p.56, Handbook - 1, 2 + 7)

TREASURER

LL Handbook page 14 and
page 56 (3,4,5,6 & 8)

I. Total Board Responsibility and role of VPs.

II. Make Quarterly budget analysis for Board.
The money in the budget should be spent to carry out to the fullest degree possible the plans for which it was budgeted. The analysis will serve as a guide to avoid over-spending and under-spending.

III. Keep in close touch with membership chairman for accurate reporting of new members and address changes. Send monthly report to state and national.

IV. Send any Board changes to State Office as they occur to keep your Board list up-to-date.

V. Be sure that the names and addresses of the VPs and the Publications Chairman is kept up-to-date as they receive direct mailings.

VI. You are automatically a member of the budget committee.
A. You might want to secure budget forms for the committee - - free from national.
B. Be familiar with budgets at all three levels. Try to be as well versed as possible on state and national budgets.
C. Check Treasurer's reports from state and national and help the Board understand how their money is being used.

VII. → The Treasurer's books are audited annually. This may be done by a professional or by a competent League member. (Policy or Bylaws?)

PUBLICATIONS: Guide for Local League Treasurer
Copies of all budgets and Treasurers reports - state, local & national.
Checklist for Important Dates with Your Postman

Be familiar with publications dealing with Finance in order to be a valuable member of the Budget Committee.

No last-minute cramming! (for Program disc.)
Meet periodically for a nucleus of informed people.

Prog. coverage geared to size of League - substitution necessary to help small Ls do best job they can without developing guilt complex.

ALL PROGRAM CHAIRMEN AND COMMITTEES

LL Handbook - pages 16-37
Indiana How-To Handbook

I. Summary of basic Program procedures using LL Handbook pages 16-19
Judge the experience of the group -- this can be done in a few sentences where there is good background knowledge but would be done in more detail for a new group.
A. Authorization B. Program Making C. Wording of item (Indiana Handbook pages 3-4), D. Criteria, Research, Study, Discussion, F. Consensus, G. Position, H. Action.

Excellent

II. Local Program - (Indiana How-To & LL Handbook page 20)
A. Basic differences in local Program and state and national.
1. More member interest in local item.
2. Local Board responsible for research and preparation of material on local Program. This is done for them on state and national items.
3. Value of local Outlook for Work. (from Let's Build Workshop page 7)
4. Action - Local Board responsible for decision on whether there is consensus -- what action to take and when the timing is best.

III. State and National Program. LL Handbook - pages 23-26.
A. The local Board provides:
1. Opportunity for member participation in the Program Making process.
2. Stimulating discussion meetings or workshops in order that members may:
a. be informed
b. be able to reach consensus
c. be prepared to take action
B. The local Board is responsible for answering Times for Action on state and national Program. Page 25 LL Handbook.
C. A calendar of events is vital for all Program.

IV. Resource Committees. LL Handbook - pages 27-37
A. The trend all over the US is to make the Resource Committee stronger.
B. Members come to the LWV looking for information.
Members remain in the LWV only when they become involved.
C. There are three types of members in the LWV.
1. Some like to study in depth.
2. Some want as much information as they can possibly get in a limited amount of time. For various and valid reasons, this may be the only way they can participate.
3. Some want to be on the inactive list but want League publications and information.
All of these people are important and it is the responsibility of the local Board and the resource committees to plan for all members.

Plan for all 3

If you are the resource chairman -- how do you get members involved in your item?

YOU NEED HELP (establishing a resource committee)

Res. people can serve as Disc. leaders in small Leagues.

File

July 8, 1966

TO: Pollard cc - Joor, Braunagel, Casperson

FROM: Martin

RE: Field Service Consultant's Manual

The Manual is a wonderful publication and I wonder how Field Service consultants ever got along without it. But, in working with it as a guide before and during the Lubbock training session I ran across a few places that I hope we can change.

As a matter of convenience to Consultants and the SO, could we Alphabetize the "Table of Contents" and also give a page number for each item on the table. And number the following pages accordingly, of course.

For the same reason, alphabetize the "Checklist of Materials for Field Service Consultants" after dividing these materials into portfolio areas. That is, everything for Finance would be listed alphabetically under a heading of FINANCE. Membership, VS, Units and all others the same way. I nearly went cross-eyed running up and down that present list to locate what I wanted.

Too, on the Checklist, it would be a great help if each material is dated as to date of publication. A few are, but all should be so that a new Consultant - or an old one making a comeback like myself - would know whether her "Suggestions for Local League Secretaries," for example, is the most recent one. I had a lot of difficulty in determining this. Without checking with Beulah on publication dates, I would still not know about some of the pieces of material.

These two pages could be revised anytime that someone (Lucia?) has time to do it and sent to each consultant who in turn could substitute (it is good it is a loose leaf manual) and then number her pages accordingly throughout the manual.

Page 3 of the "BOARD AS A WHOLE" would be more practical if it were divided into two classifications:

1. Material for Board members notebook.
2. Material for Board members expandable file, filing cabinet, large brown envelope, or whatever.

No board member could be expected - nor would she want - to attempt stuffing such things as "40 Years of a Great Idea", "It Makes A Difference", "The member & the League" into a notebook in addition to all of the other things that she must include. My point is that if the Consultant says she should put all this in her notebook, the member may try it, find it impossible, and feel frustrated. Let's tell them what they should have at all times, and what they should have for handy reference. Isn't this the way we manage it?

If we ever do the entire Manual over, we should add "Public Relations" to the outline form for reporting LL board training. Just an oversight, I am sure. Missed it when compiling my tome on Lubbock. By the way, regarding lenght of FS reports I think we can expect fairly long ones at the times when the consultant actually visits the League. The interim reports that she gets from their Voters, minutes and an occasional bit of correspondence can be very brief. But, I think it has value to include detail after a personal visit. This should be worth a great deal to a succeeding consultant. Wish I had had some before going to Lubbock regarding that League. Guess the Lubbock files are lost / ? ? ? Too, the report should benefit various SB chairmen. Forinstance, the TCR Chairman would not necessarily need to be familiar with the entire report, but she could concentrate on the part concerning the local TCR chairman and keep same for later reference. And so on.

I got into this dissertation about length of reports after mentioning the "Outline Form..." for reporting. If we use that form, reports will of necessity have some length.

Under VIII, for "The VOTER" the mailing of VOTERS is not clear. What we tell the LLs is the "Copies of the local VOTER should be sent to ~~state and~~ the State office and to each state board member (excepting the State President); to the president of each local League; and three (3) copies to the National office with another copy to the National Board member designated to receive them. Advise keeping the lists accurate to avoid return postage costs."

Also, if we ever do the Manual over completely - everything on my page 2 of this memo is with that possibility in mind - I would like to see everything directed to the consultant. In some instances the advice is directed to her on one line then jumps to advice to the LL board members. In some places this inconsistency is a little confusing.

Well, this is what I was mumbling about, Lucia. Instead of letting you keep my handwritten notes as you started to do, I have put it down on paper in a more readable manner (I hope) and with a copy for SO and Braunagel. If and when we do feel it must be brought up to date, I hope we can consider the changes I have mentioned. You probably know of others.

Want to repeat - it is a fine tool even with a few flaws and very necessary. Whoever did it deserves a medal.

-30-

P.S. I find I have an extra copy so am sending it to Beulah since I mentioned the need for alphabetizing the lists and one or two other points when I returned her borrowed materials - or some such time.

Job of resource committee: to prepare material to inform membership; to create a pool of lay members that are experts on the subject.

A. Obtain names of interested people from:
   1. Sign-up sheets at meetings.
   2. Board suggestions
   3. Personal contacts
   4. Watching members at discussion meetings
   5. Holding a "recruitment meeting" (from Committee Recruitment)

B. Decide what jobs need to be done (break down into a number of jobs)

C. Get committee functioning by either:
   1. Asking all interested people to meet and go over item and jobs together or
   2. asking committee members to choose from list of jobs which they might like to do. Some people cannot attend meetings but can be committee members just the same for a particular kind of job.

(Some typical breakdowns for committee assignments: research and reading - specific assignments for each person, preparation of fact sheets for member use, article on item for VOTER, work with PR on informing community, interviewing public officials, making visual aids, clipping news items on subject for committee working on discussion questions or outline, doing an outline of a sample speech for speakers, etc.)

YOU NEED INFORMATION.

A. You need to have committees read bibliography material, kit material, newspapers and periodicals, etc. Saturate yourselves in content.

B. You need to plan ways and means of getting information to the members in palatable form for use in discussion meetings or other meetings. This is one of the hardest jobs as the impulse is to "drown" members in all the wealth of information you have. Condense your material -- get the most important facts to members -- details can be brought out in discussion.

C. You need to decide what kind of meeting should be used to achieve your purpose -- discussion, general, workshop, public. Decide on goal for each individual meeting. Get Board approval for overall plans.

WAYS OF GIVING MEMBERS BACKGROUND ON THE SUBJECT

A. Pre-meeting involvement:
   1. Get a group of members to agree to read on the subject from the beginning of the year, with no special commitment to "present" anything. (Every member might be on one such "reading committee" in one subject each year -- just think what a contribution they could make to discussion and future leadership. Provide them with material.
   2. Use VOTER
      a. Provocative questions
      b. Unsolved problems in the field
      c. Relationship of meeting to hot current events
      d. Charts and facts which can eliminate some presentation at discussion meeting
      e. Questions to be discussed before meeting with friends and business associates so that public opinions and areas of doubt can be brought to meetings as an added resource.

3. Distribute fact sheets or publications at a previous meeting. Be sure all publicagions on next subject are available.
   a. Call attention of group to a few highlights.
   b. Pose one or two provocative questions.
   c. Bring in some news clippings showing that some important person is "gravely concerned."
   d. Use soap opera approach -- "Will Helen Marry John?"

Again, this is too much material but the more background information you have at your disposal the better able you will be to pick and choose what applies to the group with which you are working.

PUBLICATIONS: LL Handbook
Indiana How-to Excellent - Local Prog.
Let's Build Workshop Kit
Committee Recruitment from last area meetings - 1964.
Know your Local Govt - Natl. 1963

# # # # # #

DISCUSSION MEETINGS

I. Purpose
   A. Program development is primary purpose.
   B. Communication.
   C. Method of introducing women to the LWV.

II. Board responsibility - pg. 30 LL Handbook
   A. Establishes discussion units.
   B. Provides leadership.
      NOTE: A discussion leader is impartial. She sees that different views are presented. Her own views and opinions should not be apparent to the group.
   C. Plans content for meetings. (Program committees make plans and Board approves general plan.)
   D. Attends a unit discussion group.

III. Size of League major factor.
   A. Small League.
      1. Briefing session as such is not for the small League.
      2. Resource Committee may plan and present program.
         NOTE: This is a practical idea if they have at least two people on the committee. It is not difficult if they understand from the beginning (when the program calendar is made) that they will be responsible for a certain number of programs at a specific time.
      3. Help the small League to see that the excellent tools for discussion meetings will still apply if they think in terms of what they have to work with instead of the more formal and complicated set-up. Keep it simple -- bend a little -- tailor the planning to fit the need.
      4. It is not necessary to have a Unit Discussion Chairman on the Board in a small League. All planning may be done by resource chairman with responsibility assigned to a particular Board member.
   B. Large Leagues.
      1. Will need full time Unit Discussion Leader on Board.
      2. Leadership for each discussion should be large enough to do a good job.
      3. Discussion leaders will need some training.
      4. Briefing session very important where there is a number of units.
         NOTE: Large Leagues will also need help with new and better ideas of successful operation of good discussion meetings. The tools provided are very fine and the Consultant should be quite familiar with them and with ideas and techniques tried in other Leagues.

IV. Wrap up of Discussion meeting.
   A. Importance of summary.
   B. Record consensus
   C. Evaluate meeting
   D. Report back to Board

PUBLICATIONS: LL Handbook
Indiana How-to Handbook
Let's Have A Discussion
Report on Membership Growth in San Antonio League

If you have Workshop Kits for 1959 and 1960, they are useful. Most local Leagues will have a copy. They are out of print.

LL Handbook - page 44

I. Total Board Responsibility - Role of VPs.
   A. Help her to see that membership is the responsibility of the entire Board and what she may expect from her VP.

II. Committee. The key to successful League membership is based largely on individual personal attention to both new and prospective members. You need a large committee.
   A. Try for one member in each unit.
   B. Be sure to assign a specific responsibility to each.
   C. Have you done a community analysis lately? Sometimes helps identify community groups, interests and facilities to bring this up-to-date. LL Handbook - page 57.

III. The three major aspects of your job:
   A. Recruitment - person to person approach still best. Newcomers Club, PTA, Clubs, contacts from Speakers Bureau, etc.
   B. Orientation - use imagination - don't worry about explaining structure of LWV - that comes later. Orientation in government might be a good place to start -- Go See Tours help the new member to see her government in action -- use a program item. Stimulate their interest and make them feel they have much to gain from League membership --- Which they do!!!
   C. Participation in League activities. This is the biggest challenge. Get to know members personally -- try to find their interests, see that they are comfortable in the LWV and help them catch up at their own speed and fit them into the role they like best.

IV. Keep a membership card file. Include talents and interests in order to help fit each individual into the League. This doesn't happen overnight but is carefully built as you get to know the membership better.

V. Evaluate membership list. Did you ever try going through the list of members-- perhaps once a year -- to see if anyone's situation has changed? Has their particular problem of illness, a parttime job, too many commitment in other organizations, etc. changed? If so, invite her to a particular meeting or ask her to do a special job for you to rekindle her interest in League. Respect a member's wishes if she asks not to be called -- just don't lose touch -- you might get her back.

VI. Work to keep membership list current. Check with Treasurer and be sure the VOTER Editor has accurate list.

VII. Set a Goal.
   A. Try to set reasonable figure for membership growth.
   B. Try "brainstorming" with membership committee.
   C. Strive for steady growth with careful attention to fitting new members into their best place in League activity.

VIII. Plan -- with Treasurer -- for last minute contact with members who have not paid dues before deadline. Probably should be done about a week before deadline.

PUBLICATIONS: How To Get and Keep Members
Membership Matters, #1, #2 and #3.
Membership Swapshop
Report of Membership Growth in San Antonio League
The Member and the League
Tips on Reaching the Public
It Makes a Difference
Facts About the LWV
Forty Years of A Great Idea
Reprints
Do You Want to See the World? Flyer
Memos From Mimi

PUBLICATIONS

LL Handbook - page 41
New List for Board Members
included in this Guide

I. Total Board Responsibility - Role of VPs.

II. Committee.
- A. At least one other person
- B. Strive for one in each unit.
- C. Assign each member a definite responsibility.
  1. To get material to unit at least two weeks before it is to be discussed.
  2. Send material to Board in advance of Board Meeting.
  3. A member who must spend most of her time at home could receive material; stuff and address envelopes for Local Subscription Service.
  4. One member could be responsible for displays.

III. Be sure each Board member has a complete notebook. can help Pres. with this.

IV. Publications Chairman order all publications - avoids confusion.
- A. Follow instruction on how to order printed in front and back of National Catalog and in front of State Catalog. Use Publications Handbook as an extra aid.
- B. Check Duplicate Presidents Mailing - Board determines number -- change name and address if necessary.
- C. Check number of National Board Reports on Standing Order -- minimum of 5. This is an every Board member tool if it is at all possible. Otherwise, do try to order at least one extra to take apart and distribute to various Board members.
- D. Keep a supply of Catalogs both state and national -- they are free for the asking and should be given away freely. Keep extra order blanks on hand -- also free.

V. Publications Chairman works closely with all Board members.
- A. Check amount of money allowed in Budget for distribution of publications to the community.
- B. Help Board members to think in terms of the widest possible distribution of publications.
  1. To the members using a number of methods.
  2. To libraries, schools, businesses, etc.
  3. Selected publications to contributors and opinion makers.
  4. Publications will move if you are enthusiastic and display imagination in promoting them.
  5. How about seeing that the Speakers Bureau is well armed with popular and timely publications?

VI. Local Subscription Service.
- A. Do you have one? If so, how does it work?
- B. If not, would you like to start one for your League? (National Board Report for November 1963 - page 33 -- probably a copy in your League's file. Also, ask the President to pass on to you some of the information in local VOTERS from Leagues who have a LSS.)

VII. General.

A. Be as familiar as you can with all publications. You can't know everything but learn to "know" publications in order to improve your skill in promotion and to be able to "speak the same language" when Board members ask you to order certain publications.

B. Keep a complete file of all publications.

C. Promote use of all publications. How about a Publication Party? (State publication, 1957). Get those publications off the shelf and out from under the beds and put them to use.

D. Would a loan service be valuable in your group? You could include expensive and old (but still good) publications.

E. Ask for space in VOTER to feature publications. Have you thought of a Best Seller List? A box featuring a new publication? -- a couple of questions? Find the answers by reading the new publication, etc. Work with Chairman involved with the new publication -- she may have ideas or you may be able to give her one.

PUBLICATIONS: Complete File of all Publications.

Promote Publications @ every League Meeting!

Pub. Chm. is now included in Dup. Pres. mailing (DPM) - State office. She + VPs receive exactly same mailing the Pres. does.

# # # # # # # # #

FINANCE

LL Handbook - page 11
State & National Finance Books

I. Total Board Responsibility -- Role of VP
   A. This is truly an every member and a total Board responsibility.
   B. Probably you cannot over-emphasize the Boards responsibility in this area. Keep them aware.

II. Committee. Do get several people to work with you on an all year basis. It's too big a job to do alone but it is fun and a challenge to work together. Be enthusiastic about your job and you'll find others willing to work with you.
   A. Your all year committee can help in many ways:
      1. Help get prospect file in order.
      2. Read papers and be on the alert for new names to be added to list.
      3. Occasional orientation at unit meetings. If the members understand the importance of money in League life and HOW their money is used, they will be much more willing to help on Finance Drive.
   B. Advance planning. You have the very finest how-to tools. Use them carefully and you are sure to have a successful drive. Get all dates on the calendar early in the League year. PLAN - Plan - Plan. It will pay big dividends.
   C. Enlist the entire Board and as many members as possible -- well in advance.
   D. Do ask a member of the Public Relations Committee to work with you during your entire planning stage. She will be a valuable asset to your planning.

Year-round job

III. Service to Contributors - LL Handbook - page 47

IV. Reporting. Be sure to keep accurate records and make reports when asked to do so. Write deadlines on calendar in order to be on time with report requested by State Finance Chairman.

V. Correspond with the State Finance Chairman if she can help in any way. She will enjoy hearing from you.

VI. You are a member of the Budget Committee - your knowledge of Finance will be helpful.

PUBLICATIONS:
- The Art of Raising Money for the LWV
- Prospecting for GOLD in Texas
- At Your Fingertips
- It Makes a Difference
- Success Stories
- Speaking on Finance
- How to Spend Money For the LWV
- Money Matters #3 - An Intelligent Board Members Guide to League Budgets.

# # # # # #

I. Total Board Responsibility -- Role of VPs.

II. Committee. Try to have several people working with you -- at least one more is necessary to help train others and to make your job more fun. Assign definite responsibilities such as cutting stencils, addressing and mailing, running mimeograph or getting it to the printer, etc.

III. Check Budget for amount of money to be spent on VOTER.

A. Set up schedule --

1. Number of issues and in what months -- publishing date.
2. Deadline for copy to Editor -- ask President to put a line in agenda reminding Board members to have copy in written form at Board Meeting.
3. You might ask to be placed at end of agenda which gives you the opportunity to check what goes in the VOTER as reports are given.

IV. Before printing check with President for accuracy -- or with some one authorized by her -- perhaps a VP.

V. Try making a calendar for yourself in addition to what you want included on Master Calendar. There are certain months which automatically carry certain items -- Bylaw proposals, proposed Program and Budget, slate of Officers, etc.

VI. Remember that your VOTER is your only contact with some of your members. It is valuable for all members. Plan your content with the member in mind. The Board already knows what is happening.

VII. Content of VOTER -- What possibilities this job has for innovation - experiment, usefulness, etc.

A. Include what the Board needs to say and also include what they need to hear (from the member).

B. WHEN and WHERE must be accurate - WHO and WHAT adds interest - WHY helps the member to see her role clearly.

C. Program material in the VOTER

1. Local program of primary importance as it is not covered anywhere else for every member.
   a. Arouse member interest.
   b. Fact Sheets or basic information.
   c. Notice of consensus discussions and report of consensus when it is reached.
2. You will not want to duplicate material in state and national VOTERS, but information on program may be included to help member prepare for meeting.

D. Keep members informed about activities in League and what Board is doing.

1. Times for Action (check timing).
2. Statements at hearings. (See last # pg 51 LL Handbook)

VIII. Copies of the local VOTER should be sent to state and national offices and to those Board members designated to receive them. Copies are sent to other local Leagues in the state. Keep your list accurate.

Each SB member, State Nomin Committee, MML

PUBLICATIONS: Tips to Local League Bulletin Editors - state.
File of VOTERS from other local Leagues.
FYI sheets from national.

I. Total Board Responsibility - Role of VPs.

II. Committee
   A. Might be a good idea to have a core committee with large numbers added for specific jobs.
   B. Assign a definite responsibility to each committee member.
      1. A suggestion might be: 2) Voters Guides; b) Rally or TV appearance of candidates; c) Questions for Guide - don't forget Board approves questions; d) Get Out The Vote; e) Citizen Education; f) Collection of Poll Tax or Voter registration, etc.

III. Be very sure that there is clear understanding of the difference between Voters Service and Program.

IV.* Expanded Voters Service.
   A. You might want to give your committee an opportunity to "brainstorm" for ideas.
   B. Check with members who attended Presidents' Council for ideas.
   C. Help the Board see the value of citizen education - for members and non-members - and plan to include some of these fine activities on the Master Calendar. Include all planned Voters Service Activities on Calendar.
schools for citizens -

V. Get together with your committee and plan in advance for the years activities.

VI. Make good use of Voting Records or Roll Calls -- see that people + Members are informed.

VII. Know Your Parties and Your Government -- plan ways to help members know their government better (Board approves plan). Encourage new members to attend local governmental meetings as observers. Good idea to assign them as part of an experienced team.
Encourage members to be active in the Party of their choice and help them (and encourage them) to attend Precinct Conventions.

VIII. Voters Service Outside League Community and for Provisional Leagues.
LL Handbook - page 40.

IX. Evaluate Voters Service Activities. Are you duplicating the work of other groups? Do you need to cut back in any area because of womanpower or lack of money? Could you change some of the tried and true activities - maybe to replace it with something better -- especially if other groups are now doing a good job in what was formerly an all-League activity.

X. Reporting -- please list any deadlines on calendar and be sure to make all reports on time. Keep a record of your work for the year for the use of the new Voters Service Chairman.

PUBLICATIONS:
- Give the Voter A Hand - a must. This is your Handbook.
- Swap Shop and V.I.P. - Voters Service
- National Board Reports - usually have a section on Voters Service.
- Who Me? Go To My Precinct Convention?
- Political Parties, USA
- Do You Know the A B C's of Your Local Government?
- You And Your National Government
- Choosing the President
- Social Studies Supplement Kit (for courses in Govt. & Citizenship.)

(8 publications, p. 17, Natl. Cata.) #1.25

LL Handbook, page 49

PUBLIC RELATIONS

I. Call attention to difference between Public Relations and Publicity.

II. Board Planning.
- A. Board is responsible for overall plan.
- B. Board keeps PR Committee informed on League activities and supplies information in time for deadlines.

III. Committee.
- A. Assign definite responsibilities to each member, i.e., radio, television, newspapers, displays, exhibits and Speakers Bureau. Don't forget foreign-language newspapers. Contacts between League and news media should be made by one person in order to avoid confusion.
- B. Work with all Board members. It is very helpful to have a member of the PR committee serving on such committees as Finance, Membership, Publications etc.
- C. Chairman works closely with President.
- D. Keep in close contact with other organizations as a continuing activity. This provides excellent possibilities for distribution of League publications and points up the need for speakers on League subjects.

IV. Speakers Bureau.
- A. Board approves list of subjects to be used.
- B. Resource Chairmen usually prepare outline of content.
- C. Plan to get information out to other organizations early before they set up their programs for the year.
- D. Board decides what publications are to be offered either for sale (if permitted) or for free distribution .

PUBLICATIONS:
Tips on Reaching the Public - Natl, 1962
Speak for the League and How - State, 1962 - (Speakers Bureau)
Tips on Reaching Texas - State
It Makes a Difference - Natl. (Speakers Bureau)

League PR - Board & members - communicate
"Right hand must know what the left hand is doing" -
Start with Board - Board members should make announcements @ League meetings -
Expose themselves to members in other ways also.

Clippings (PR)
3 copies - 1 for LL Scrapbook
1 " SB PR Chm
1 " SB person it pertains to
# # # # # #
(75 likes one "as" if available)
(Natl. Office welcomes all pictures of local & state activities.
(Especially wants pictures of cooperative with other organizations)

Consultant's Handbook
doesn't have Units!