

league of women voters of texas



STATE BOARD HANDBOOK

1983

LEAGUE OF WOMEN VOTERS OF TEXAS
1212 Guadalupe, #109
Austin, Texas 78701

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INTRODUCTION

The LWVT State Board Handbook is designed as an orientation tool for state board members. It describes operating mechanics and general procedures for this board. Each portfolio is described as a guide to enable officers and directors to assume their responsibilities. It provides answers to basic "how-to" questions that arise from time to time. This handbook is not designed to replace In League.

Since procedures are in a steady process of change, each chairman is expected to record problems encountered, questions asked, and solutions. In this way The LWVT State Board Handbook will become more comprehensive in the years to come.

PLEASE NOTE that members of the LWVT state board are also serving simultaneously as trustees of the LWVTEF.

LETTING GO * * * * * TAKING HOLD

Welcome to the ranks of the "they's"! We know you're a bit ulp-ish at being on the state board now, and these words are meant to smooth the transition process for you.

First, we need to say a few things about that wonderful old hometown League. We know you have mixed emotions about leaving them as you begin your state board service. (You've nearly worn yourself out making your League an exciting, active, meaningful organization for both members and the community, and now, to just LET GO. . . !) Probably some of you are considering not deserting your local League but staying on its board and carrying positions at both the state and local levels. Possibly some of your old cronies on the local board have assured you that they cannot get along without you. And in your heart of hearts, you know you'll miss being consulted and catered to by the local officials you've cultivated carefully through the years. In other words, you're suffering from a new kind of post-partum depression --the letting-go blues.

Recognizing that there are always exceptions to every rule, we hope that these suggestions may make the letting-go process a painless one:

First of all, it might be a good idea NOT to take that local League board slot. Or, if you are begged to, to limit it to a brief interim period while they find someone else to do the job. Even if you find your state board job not very demanding at first, please remember that it's the whole impossible enormous STATE you're concerned about now, with no end of problems in sight. And it's the whole enormous (thousands!) state membership needing your tender loving care. And it's the "they's" at the national level who depend on your follow-through to keep the League organization and program a smoothly running whole.

Secondly, it might be a good idea not even to attend local board meetings. Even if you're invited, it may be only as a courtesy the board feels it must extend. Particularly if you are the fearless leader type, your very presence might intimidate some local board members. So be VERY careful not to intrude. If your League really, truly needs your help or advice for a specific problem, let them know you'll help and DO when you know they MEAN it--otherwise, hands off!

By all means, attend unit meetings and other local League events--but bite your tongue occasio nally. And when all eyes turn to you to answer all knotty program or organization questions, don't be afraid to admit cheerfully that you haven't the faintest and direct them to the state board person who CAN answer that question.

Remember: they love you dearly, they're proud of you, they miss you. But gradually, maybe no matter how hard you try to prevent it, you will become a "they." And even your old friends may find fault with some of the ways you handle your state board responsibility. It is hard to take, but take it you must. It occasionally gets hot in the kitchen.

Letting-go is a gradual process. How nice it would be if taking-hold were also gradual. But too often it is not. Here are some helps on riding out the maelstrom of the first few months on state board:

Your first difficult problem may be the transfer of files. Possibly your predecessor will be slow in getting them to you. And the filing system might baffle you. And there are SURE to be so MANY of them! Even at that, they are going to be incomplete. Things do get lost! So, as you read (and please do read the files carefully), remember: it takes time to absorb it all. Don't panic. You'll learn. If the files are truly a mess, ask for help, or at least a comforting word, from your vice-president or the state office.

Probably before your feet hit the floor, you'll be getting calls for help from local Leagues. Respond to these immediately, but admit your own greenhorn status, and again, ask for help from the state office or from other nearby state board members.

Probably your most traumatic experience will be your first state board meeting. Because you are a conscientious person, you will feel a little guilty about leaving home/work. But you'll feel great excitement and an indescribable thrill of expectation when you begin to dream of the limitless opportunities for making a large-scale contribution to your state and your organization. So, at last, you're off. And then--all hell breaks loose!

Board meeting sessions last forever. There never seems to be enough time to think carefully about the important decisions you must help make. You have forgotten to bring absolutely essential files. If you're a non-smoker, the room seems to fill immediately with eye-stinging smoke and you CAN'T BREATHE. If you're a smoker, you control the urge to reach for another cigarette until you can't stand it, hoping the NR chairmen are not noticing that you're hooked.

You discover that you are expected to keep your trap shut unless what you have to say is genuinely important, so that all those decisions can be made. (But there are SO MANY THINGS you've always wanted to tell state board members and so many questions to ask!) Because time is so important, some old-hand board members have developed an objective brusqueness and have a way of cutting to the heart of the matter under discussion, and that occasionally hurts feelings. (Yours maybe?) You understand why, but it still hurts.

So many conflicting feelings, so much exhausting confusion (everybody else seems to understand what's going on!), and so much to learn can make taking-hold difficult. But, very gradually, you DO, and you begin to know the deep gratification of grappling with seemingly insurmountable problems and discovering that they are, after all, surmountable! You become accustomed to working under hectic pressure at board meetings, and you become accustomed to the sometimes lonely hours at home seated in front of the typewriter. Most of all, you learn to know and respect and grow fond of people you seldom see. And, finally, you learn that the "they's" are "we's" too. Welcome to the state board of the League of Women Voters of Texas.

STATE BOARD REFERENCE MATERIAL
(in addition to material for your portfolio)

In League

LWV-Texas Directory

LWV-Texas Policy Guide

LWV-Texas Legislative Policy

Taking Action: Guidelines for Local Leagues

Bylaws, Budgets and Treasurers' Reports - state & national (current)

State board minutes

State & national memos, Prospectus, other communications (current)

LWVUS Directors/Trustees

LWV-TEF Ed. Fund Handbook of Policies & Procedures, Sections I & II

Mechanics for Submitting VOTER Copy

Lists of officers & board members for each local League (current)

VOTERS - state & national (current)

Publications Catalogs - state & national

Fundamentals for Local League Boards

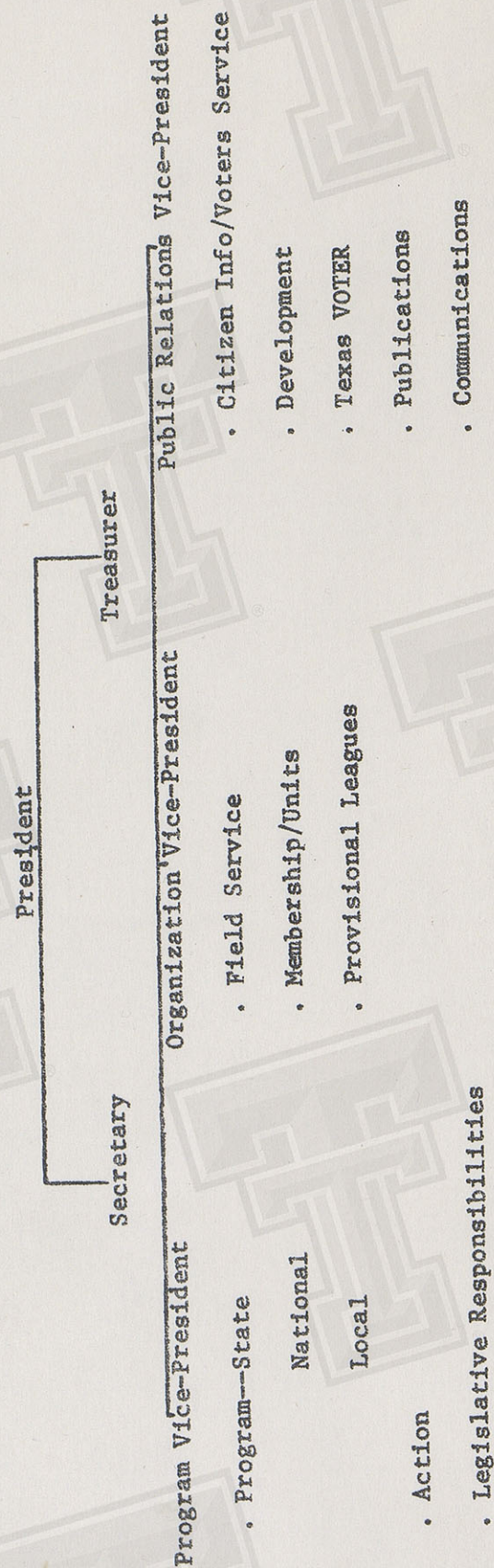
Organization Guidelines

Organizing & Operating State Units

President's Counselor

State Board Handbook

ORGANIZATION CHART



Committees of the Board:

- . Policy
- . Bylaws
- . Interim & ad hoc committees as needed

GUIDE FOR NEW STATE BOARD MEMBERS

THE BOARD MEMBER'S RESPONSIBILITIES

Familiarization with this handbook, In League, the policy sheet, by-laws, your portfolio files, the state calendar, policies of the Texas Education Fund, and other materials received from the state office will answer many of your questions.

Familiarization with all ongoing state league activities (current program, voters service, public relations, financial responsibilities, etc.) is necessary in order to take part in the decision-making process.

Each state board member receives a national DPM. The state office mimeographs and mails reports and other materials that board members prepare for distribution to local Leagues and to the rest of the board.

Deadlines:

. . . For the monthly LL Presidents' Mailing--Friday, a week prior to the mailing.

. . . For Pre-board Report--15 days prior to the board meeting.

MATERIALS AND SUPPLIES

The state office will furnish each state board member the LWVT state directory, material for the board member's notebook, copies of all state mailings that go to the local Leagues, and other mimeographing that goes out of the state office.

Access to a typewriter is important, although it matters not how well one can actually type. However, the state office cannot handle correspondence for individual members except in emergencies.

League stationery and other necessary supplies are provided by the state office as needed. SO usually brings letterhead, envelopes, mailing labels, etc. to board meetings. If necessary, request additional supplies from SO.

You will be reimbursed for postage, telephone, etc.

Material from SO will be coded for filing purposes. Save most material for your term of office. Files should be cleared of outdated material when you turn them over to your successor.

Read local League VOTERS, watching especially for articles pertaining to your portfolio, then throw them away. State board vice-presidential files will be more extensive, as will field service files and state office files, but two years is generally as long as material is retained, owing to space limitations. Material of vital or historical nature is then sent to the archives. Save state and national program material as long as it is current program.

THE BOARD COMMITTEES

Each board member is a member of several committees and a core group. At board meetings, the committees meet before plenary sessions to discuss new ideas and to iron out problems before making a full report and recommendations to the board. All board members are responsible for initiating activity within their portfolios. The committees "meet" by mail between board meetings. Each committee person must make an effort to answer correspondence and participate in the discussion and decisions of these committees.

A copy of all correspondence must go to the president, the state office, the proper vice-president, and each member of the committee concerned, one copy being retained for the writer's files. When corresponding with a local League chairman, send one copy to the local League president.

BOARD MEETINGS

Board meetings are held five times a year--in June, September, November, and January, and the day before council or convention in the spring. The November mini-meeting usually lasts 24 hours; the June, September, and January meetings usually occupy 2 1/2 days and 2 nights. Accommodations are arranged by the state office.

WHAT TO DO BEFORE YOUR FIRST BOARD MEETING

Get your notebook and files from your predecessor; check the contents against the list in the board handbook.

Correspond with your predecessor, if possible, (or the president or vice-president) and learn all you can about your portfolio.

Familiarize yourself with all the tools provided for your portfolio. These should be in your notebook, or in the files that go with the job. Check state and national publications catalogs to make certain all are there. These are the tools of the trade.

WHAT TO DO BEFORE EACH BOARD MEETING

Be sure to read minutes of the previous meeting, the agenda, state and national board reports, pre-board reports, or any other material sent to you so you can take an intelligent part in board discussion and decisions.

Prepare a pre-board report. This is a brief report of your activities and those of your committee since the last board meeting, areas to be considered at the committee meeting, and decisions to be made by the total board.

WHAT TO DO AT ALL BOARD MEETINGS

Be on time. Notify the president if you absolutely cannot attend.

Plan to stay for the entire meeting. You are needed throughout, since all board members take part in every decision.

Complete committee work before the plenary sessions. Board time cannot be taken up doing committee work.

Report the plans made by your committee to the board. Ask for authorization to carry them out.

Prepare your report in written form for the secretary.

WHAT TO DO AFTER BOARD MEETINGS

Prepare a post-board report. Each chairman writes a report for the local Leagues immediately following the board meeting. This report should contain decisions made at the meeting, instructions, guidelines, reminders of deadlines, consensus, and any other information local Leagues or a particular local League board member should know about your portfolio.

WHAT TO DO IN THE INTERIM BETWEEN BOARD MEETINGS

Carry through with anything you have agreed to do.

Check the state office calendar and note any deadline that pertains to you. Be sure to plan ahead, early enough to get the thinking of the board and your committee, so that you can meet the deadlines without panic.

Keep in close touch with your committee members and vice-president.

If possible, put together an off-board committee of representatives from local Leagues and include them in all your correspondence.

READ YOUR MAIL.

ANSWER YOUR MAIL, within 48 hours if possible.

MONEY MATTERS

Board members should be familiar with both the T and TEF budgets and should keep up with income and expenditures in their areas of concern.

Vouchers, including applicable receipts, should be submitted promptly to the treasurer to recover allowable expenses. Voucher forms are available from state office and at board meetings.

Funds in the LWV-T budget may be expended by appropriate board members. However, LWV-TEF expenditures must be approved by the Board of Trustees unless your portfolio is covered under the TEF budget.

Report the plans made by your committee to the board. Ask for authorization to carry them out.

SOME DO'S AND DON'TS

Don't expect to grasp fully the background and responsibilities of a portfolio---or the integration of the board as a whole---very quickly. This takes time.

Do feel free to ask questions and request advice and assistance from others on the board.

Do feel free to offer suggestions. New ideas are very important.

Do answer questions when asked or refer them to the appropriate board member, vice-president, or field service representative.

Carry through with anything you have agreed to do. Check the state office calendar and note any deadline that pertains to you. Be sure to plan ahead, early enough to get the thinking of the board and your committee, so that you can meet the deadlines without panic.

Keep in close touch with your committee members and vice-president. If possible, put together an off-board committee of representatives from local leagues and include them in all your correspondence.

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Funds in the LWV-T budget may be expended by appropriate board members. However, LWV-TEF expenditures must be approved by the Board of Trustees unless your portfolio is covered under the TEF budget.

THE STATE OFFICE

What It Does; What It Cannot Do

The state office occupies 580 sq. feet of space, divided into three rooms plus a full bathroom.

The staff consists of one full-time executive secretary and one part-time secretary who works 30 hours per week. At times, the part-time position may be time-shared by two persons.

There is no local pool of volunteers who can help out when jobs stack up. Therefore, there are some firm priorities for work done in the SO.

Financial accounting takes approximately 60% of the executive secretary's time. All commercial invoices go to the state office and a voucher is prepared for each before being sent to the treasurer for payment.

Expenditures of time/money on Education Fund matters must be accounted for on an invoice and sent to the treasurer.

All publications orders from individuals and local Leagues must be processed. Items ordered are packaged and shipped; an invoice must be prepared for each order whether prepaid or to be billed; each transaction is recorded, and billing is done.

All money (T and TEF) received by the state League is deposited by the state office. Two separate listings of each check are prepared before the deposits are made; the president and treasurer each receive a copy of one of the listings after the deposit is made.

The most visible activity of the state office is the preparation and shipment of various kinds of mailings sent on a regular basis:

WEEKLY: A mailing goes to all state board members each Friday, unless the state office knows a board member will be in town in a couple of days to pick up the mail. No weekly mailing is done the Friday after a board meeting. Board mail is sent first class.

BI-WEEKLY: The nominating committee, off-board chairmen, field service representatives, state unit advisors, and designated LWV-US persons receive a mailing bi-weekly. That mail is sent third class when possible.

MONTHLY: Local League presidents, DPM subscribers, members at large not in state units, and members of state units receive monthly mailings. The contents are new publications and timely communications, usually in memo form, from various board members. These must be approved by the president and appropriate vice president after they receive carbon copies. After approval, and sometimes revision, the state office retypes and mimeographs appropriate numbers of copies for shipment.

QUARTERLY: Public Subscription Service mailings to paid subscribers. Contain new LWV-US and state publications.

AS NEEDED: Standing Orders to subscribers with selected new LWV-T/TEF publications, the LWV-T Directory, selected memos, state consensus, and other basic tools. Other miscellaneous mailings are sent as the need arises.

After any mailings are sent, the appropriate budget categories are charged.

The state office plays a major role in the production of Voters Guides. After the approval of questions and cover letter by the board and the VS director, the office prepares the questionnaire and handles all mailings and responses. Follow-up phone calls are also made. If the Guide is produced in Austin, the office supervises the production and shipping and prepares all invoices.

The state office also produces and distributes all press releases to the Capitol Press.

The state office telephone is almost constantly busy with inquiries from the public and various state agencies.

Except in emergencies, the state office cannot type correspondence for board members. The new memory typewriter may be able to process certain repetitive letters or memos when it is not appropriate to reproduce them on the copier. These must be scheduled during slack time. The SO is capable of producing certain "in house" publications such as catalogs, flyers for statewide meetings, and public subscription service mailings. Machines in the office include:

- 4 typewriters, including one IBM Correcting Selectric II, and one Remington Rand Electronic typewriter
- 1 Canon copier
- 1 mimeograph
- 1 stencil scanner
- postage meter
- headliner machine
- mechanical collator
- folding machine

The state office also has one hideabed and a folding cot for overnight visitors along with a refrigerator, coffee pot, toaster oven, and hot plate. The primary limitation is space; only small committees can meet in the back office. During the session, the legislative office operates out of the middle room which also contains the mimeograph and copier.

SBH
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PRESIDENT

The president is in charge of the overall operation of the state league. Responsibilities include being chairman of the state board and of the trustees of the Texas Education Fund; making certain that the board and activities of the state league are balanced between program/action, voters service/citizen action, and organization/services to local leagues; and working closely with the other officers to see that plans are made, carried out, and evaluated. Specifically, the president is responsible for:

- . Being the official spokesman for the League.
- . Approving all letters, statements, and press releases that reach the public.
- . Maintaining rapport with local leagues and members by monthly reports, letters, and visits.
- . Keeping informed of activities of other board members, in cooperation with the vice-presidents.
- . Staffing and management of the state office.
- . Preparing agendas for board meetings after conferring with the vice-presidents.
- . Presiding at all meetings of the state board and TEF trustees.
- . Helping the board in reaching decisions, and being aware that policy, not details, is dealt with at board meetings.
- . Serving as ex-officio member of all committees with the exception of the nominating committee.
- . Reviewing post-board reports before they are mailed to local leagues.
- . Maintaining liaison with the national office.
- . Assuming responsibility for agendas and physical arrangements for councils and conventions.
- . Signing checks, drafts, or notes in the absence of the treasurer.
- . Appointing standing and ad hoc committees of the board.
- . Assigning portfolios, after consultation with the nominating committee, the prospective board member, and the vice-presidents.
- . Setting a schedule and budgeting time so as not to let the honor of the presidency overwhelm one's personal life.
- . Maintaining a lively sense of humor.

- Remembering that the president and all other members of the board are volunteers, not conscripts.

Most of all, the president serves as the leadership model for other board members. The ability to listen, to care, to challenge, and to discipline are attributes every president must develop.

- Being the official spokesman for the League.
- Approving all letters, statements, and press releases that reach the public.
- Maintaining rapport with local leagues and members by monthly reports, letters, and visits.
- Keeping informed of activities of other board members, in cooperation with the vice-presidents.
- Staffing and management of the state office.
- Preparing agendas for board meetings after conferring with the vice-presidents.
- Presiding at all meetings of the state board and the trustees.
- Helping the board in reaching decisions, and being aware that policy, not details, is dealt with at board meetings.
- Serving as ex-officio member of all committees with the exception of the nominating committee.
- Reviewing post-board reports before they are mailed to local leagues.
- Maintaining liaison with the national office.
- Assuming responsibility for agendas and physical arrangements for councils and conventions.
- Signing checks, drafts, or notes in the absence of the treasurer.
- Appointing standing and ad hoc committees of the board.
- Assigning portfolios, after consultation with the nominating committee, the prospective board member, and the vice-presidents.
- Setting a schedule and budgeting time so as not to let the honor of the presidency overwhelm one's personal life.
- Maintaining a lively sense of humor.

SECRETARY

I. JOB DESCRIPTION

The responsibilities of the secretary of the League of Women Voters of Texas also include serving as secretary of the League of Women Voters of Texas Education Fund. (See Education Fund Handbook of Politics and Procedures for Local Leagues and Section II, for Trustees of the Fund, dated 9/80.) The job is demanding and rewarding. It requires concentrated work during board meetings (both LWV-T and LWV-TEF, which are held at the same location but have separate agendas and minutes), councils and conventions.

Transcription of the minutes and notification to the local Leagues of approval or disapproval of Education Fund Project Requests may require a couple of weeks after each meeting, depending on the type and length of the meeting. It is challenging work, and, done effectively, it can enable every other board member to do a better job--this is part of the reward.

Official minutes of all board meetings, Councils and Conventions are kept in the secy's files, and all reproduction and distribution is handled by SO. Copies are sent to all board members, nominating committee members, off-board committee members, and the national office. As noted in the Guide in this Handbook, general supplies are provided by the state office. For the secretary, supplies include forms for Education Fund projects. Expenses for bond and onion skin paper, carbon, and stamps will be reimbursed. It is not necessary that the secretary be able to take notes in shorthand. Some secretaries who are not proficient in shorthand have found that a tape recorder can be an excellent security blanket for transcription of the minutes when the notes are cold.

- A. Files. You will receive both state and national duplicate presidents' mailings, copies of all local VOTERS in Texas, and various items of committee correspondence. The space necessary for your files will be approximately the same size as for any local board position receiving DPMs.
- B. Extra Portfolio. As secretary you will probably be consulted and asked to carry another portfolio. This, of course, will add to and increase the size of your files and the hours spent on state League matters.
- C. Committee Work. All state board members serve on several committees (usually three). The additional workload varies and is intermittent.

II. GUIDELINES FOR PROCESSING MINUTES

Minutes are a reasonably concise record of everything that occurs at a meeting. They should record the type of meeting, place, date, presiding officer, names of members present or absent, and the time the meeting begins and recesses or adjourns. Record the topics and reports under discussion, all motions, the general drift of the discussion, especially when there are definite pros and cons, and the vote. Be certain you have corrections of the previous minutes and the treasurer's report.

The style is optional, but be consistent. For easy reference, motions should be set apart in some manner; there should be subject headings, and when reports and discussion become lengthy, underlining a key word or phrase in each paragraph is helpful. Record the name of the person making the motion, the fact that it was seconded or not seconded, and whether or not it passed. There is no need to record a motion that is withdrawn. Mary Sieber's Suggested Style Sheet is a recognized guide for grammatical rules, punctuation, capitalization, and spelling pertaining especially to the League.

If a motion is very long, or you are not sure of the exact wording, ask for it in writing. All persons who give reports should furnish the secretary with a copy of the report or a summary. Those speaking of specific events or names or organizations and/or other proper names should furnish you with correct titles, dates, and spellings. The exact wording of approved consensus questions should appear in the minutes. When consensus is reached (approved) by the board on any study issue, great care should be taken to get the exact wording in the minutes as a part of the record since this becomes the position under which future action will be taken.

Minutes provide a meaningful account of all meetings, both for those present and for those absent from the meetings, and serve as background for League history.

III. TEF SECRETARY'S RESPONSIBILITIES

For details refer to pages 17 and 21 of Section II, LWV-TEF Handbook. Briefly they include: pre-board report of project requests; recording in the minutes approval or disapproval of requests and names of project supervisors; notifying project directors of disposition of project requests with applicable forms if approved--carbon copies together with appropriate forms go to project supervisors, state and LL presidents and state office; and maintenance of records of projects.

IV. FINAL DRAFT

The final draft of minutes should be typed camera ready if possible, with table of contents, (original to state office, one copy to the president and one copy for secretary's files), and mailed to state office and president as soon as possible after each meeting. If you live near the president, have the minutes checked before you make your final draft. If not, mail the president's copy at the same time the original is sent to the state office.

V. HELPFUL HINTS

You should get the files from your predecessor early enough to study them and observe the form and content of previous minutes before your first board meeting. Also, it is very important to familiarize yourself with this Handbook as well as both LWV-TEF Handbooks before you go to your first meeting. Each pre-board report needs to be read carefully before the meetings. It can form the basis for notetaking for attendance records, agenda, reports, etc. as the meeting progresses.

The rewards of being on the state board are great--the people you get to know and work with are choice, dedicated persons. So, WELCOME new secretary--work hard and enjoy! !

TREASURER

You have taken a very large responsibility and one of the most demanding jobs in the League. However, you will find it to be as rewarding as it is demanding.

The first thing you need to do is to get your signature on file at the bank where the state League has its checking account. By all means, use the name that you use on your own checking account. The state office will send you the necessary forms; you should sign them and return them to state office. As with most local Leagues, either the president or the treasurer may sign checks. When the president writes a check, you will be sent a voucher giving the check number, amount, etc. (If you plan to be out of touch for extended periods, you may wish to add a third signature to handle necessary bills while you are gone--an option feasible ONLY if there is a state board member from Austin.) A \$300 checking account is also maintained for use by a designated state office employee.

In addition to checking, the League has some reserve and/or interest bearing accounts, some of which require two signatures for withdrawal. Become familiar with these accounts by checking the following: the amount of money in these accounts; where they are located (in what bank, or, if C.D.'s who is in charge of them); how much interest is paid and when. For C.D.'s also check: What is the maturity date; is renewal automatic; does the interest accrue; and is it re-invested automatically.

As soon as possible, get your hands on a copy of the budget and the budget key. These usually can be found in the Convention workbook. If the budget was adjusted at Convention, the budget committee is to send a corrected budget to SO for distribution, but the key in the workbook may still be the only one you will get. The state League uses a departmental system for bookkeeping and the sooner you learn it, the easier your job will be.

All deposits are made by the state office. If a check is mailed to you, send it to SO for deposit. You will write most checks and keep all books. All bills received by the state office are mailed to you weekly and should be accompanied by a voucher authorizing payment. When a voucher is not submitted, you should make one out, provided you know it is an authorized expense. You will also make out vouchers for payroll, rent, etc. Since you will be posting your journals from the vouchers, take a certain amount of precaution that budget items are correctly identified. When state board members submit vouchers many will use more than one budget category. If you question the correctness of any category as shown on the voucher, discuss this with the member who submitted it.

You will keep cash receipts, cash disbursements, and general journals, a general ledger, and a numerical roster of invoices. You will have a semi-monthly payroll and a payroll book set up separately. The payroll book will facilitate the filing of state and federal government forms. It will be helpful to have all the previous year's books to use as a guideline. All of the above will be audited at the end of each fiscal year.

(more)

In addition to the books, you are responsible for several state and federal reports, most of which are filed on a calendar quarterly basis, e.g., April 30 for the period ending March 31. You will file a state and various city sales tax reports, a state unemployment tax report, and a federal form 941 (withholding and social security). Preprinted forms for each of these are mailed to SO and forwarded to you.

The sales tax reports cover all sales from SO, based on invoices, and all those reported by local Leagues. The local Leagues are to file their reports by the 15th of the month following the end of a quarter.

This state unemployment tax form is self explanatory.

Form 941, the quarterly report of withholding taxes and social security, is most easily completed by using figures taken from the payroll book. You should pay income and social security taxes withheld and our share of social security monthly, by depositing a check for the appropriate amount at a federal bank with a form 501 attached. This payment for the third month of a quarter may be sent along with the quarterly report.

At the end of each calendar year, you will prepare and mail W-2 forms to each employee and prepare and mail a W-3 to the Social Security Administration by 1/31. Also you will prepare and file by 1/31 a form 940 for the federal unemployment tax.

A form 990 is due by the 15th day of October (the fifth month following the close of the League's fiscal year). This form is often completed by the auditor, and a small payment for this along with the audit is usually included in the budget. Penalties and fines are charged when deadlines are not met.

Reporting to the League involves an annual report to LWV-US, and regular reports to the state board. The annual report form is received by SO and sent to you for completion. It is self explanatory.

Budget comparisons should be prepared more or less quarterly and one should always be prepared as of 12/31 and as late as possible prior to Council/Convention. As far as possible these should be sent with the pre-board mailings. In addition, some sort of projection as to anticipated income and expenses to the end of the current fiscal year should be reported at each board meeting. You will serve on the budget committee and on other committees as deemed necessary. However, you carry a heavy portfolio and should be wary of assuming too many extra duties.

Have fun!

(more)

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4/83

TEF TREASURER

All of the Handbook material for the LWV-T treasurer applies equally to the LWV-TEF treasurer, except that all records and reports pertaining to employees are handled entirely by LWV-T, and sales tax reports for LWV-TEF are due annually (rather than quarterly).

In addition, the TEF treasurer needs to keep, separately, accounts for local Leagues and for restricted grants and contributions.

The TEF treasurer must exercise EXTRA care to insure that all expenditures fall within guidelines for use of tax deductible monies, and that ALL payments are substantiated by receipts.

ACTION COMMITTEE TREASURER

The League treasurer may be designated as the campaign treasurer for the LWV-Texas Action Committee. If so, reports need to be filed. A report needs to be filed if there is a change in treasurers. An annual report needs to be filed in January of each year even if there has been no activity. Three reports need to be filed before and after any election in which there has been activity. These reports are due 30 days before, 7 days before, and 30 days after the election. Reports are obtained from the Secretary of State's office. All reports must be notarized before they are submitted.

A separate bank account, a passbook savings, is kept for monies collected and spent for the action committee. Action committee money must be used for all activities in the support, or opposition, of ballot measures which are to be voted on by the citizens of Texas. Action committee money does not need to be used to inform League members of our positions on these measures.

BUDGET

"Each League, be it local, state, or national, is responsible for the financial well-being of the League as a whole. . . . The budget is developed by a committee that seeks out and listens to the thoughts and wishes of the members and the board of directors." (In League)

Appointed by state board soon after each convention or council, the budget committee is most often made up of a chairman, the president, treasurer, development chairman, and off-board members. The chairman may or may not be a state board member, but in accordance with the bylaws, may not be the LWV-T treasurer. Preparing budgets for the LWV-T and the LWV-TEF is the charge of this committee.

Chronologically, the chairman:

1. Reviews recent budget material, examines the current bylaws and policy guide for budget-related information, plans a committee budget, and establishes an exact time-table, based on deadlines set by state board, to accomplish the requirements outlined below.
2. Seeks input from state board, off-board chairmen, and local Leagues.
3. Conducts one or more meetings of the budget committee for the purpose of formulating budgets, including a key or narrative, for LWV-T and LWV-TEF.
4. Submits proposed budgets to state board with the January pre-board report.
5. Discusses the budgets with state board; makes revisions if necessary.
6. Sends listing of local League PMP amounts with January mailing to local Leagues.
7. Sends the proposed budgets and keys to state office to be included in workbook for council or convention, and to VOTER editor to be included in pre-convention/council Texas VOTER. In addition, a story on the budget is usually requested for that VOTER.
8. Presents the budgets to the spring convention or council; chairs the budget revision committee during convention/council if one is necessary.
9. Sends copies of the adopted budgets, including the keys or narratives, to state office as soon as possible after convention/council for appropriate distribution.

Once adopted, "the board can revise the budget to respond to unusual circumstances as needs arise, but it does not usually make major changes in the overall level of expenditures authorized or the general direction of League emphases approved at the . . . convention." (In League) "If reallocation of funds in the state League budget becomes necessary, the president, treasurer, development chairman, and budget chairman shall propose such changes and present them for approval at the next state board meeting." (Policy Guide, LWV-T) Finally, it is desirable that the budget committee or chairman provide help to local Leagues upon request and prepare some written guidelines for designing local budgets to be mailed in the fall to all local Leagues. Periodically--every third year or so as finances permit--area workshops on the budget process should be held, usually as part of a more inclusive workshop.

DEVELOPMENT DIRECTOR

The LWV-T cannot expect to operate and achieve its aims without adequate funding. In order to assure adequate funds, the development director is charged with:

- . Stimulating awareness of financial capabilities and resources at all League levels
- . Fostering understanding of the League's integrated financial structure
- . Developing the techniques necessary for reaching sources of financial support:

Direct contributions from members, individuals, corporations, foundations, and unions.

Solicitation calls are made by the development director and a representative of the local League. If the development director is unable to make the call, other members of the state board may be asked to assist.

The director develops a prospect list, cultivates prospects, and prepares an annual report.

The director solicits the names of prospective supporters from local Leagues and the state board.

Indirect contributions may consist of sale of merchandise, sponsorship of special fund-raising events, etc.

- . Organizing a development committee and assigning responsibilities, such as:
 - Research
 - Record keeping
 - Solicitation--written and personal
 - Local League assistance (providing tools, information, and contacts for use by local counterpart)
 - Grant proposals
- . Suggesting sharing/incentive guidelines for sharing formula

PROGRAM VICE-PRESIDENT

The basic duty of the program vice-president is to assist the president, as do all vice-presidents. The program vice-president should attend all board meetings, regular or called, and be responsible for participating in policy decisions concerning the overall work of LWV-T.

Specific duties include:

1. Becoming well informed on all state program items and positions.
2. Training of state program directors.
3. Advising of state program directors.
4. Keeping informed of the work of program directors and committees.
5. Coordinating program committees with each other and with all other League committees.
6. Acting as liaison between program directors and the state president.
7. Seeing that program directors are familiar with League policy and procedures.
8. Keeping informed about all contacts with state and local counterparts, though program directors may make the actual contact.
9. Approving, along with the president, all testimony, proposed program publications, and proposed action.
10. Giving testimony on behalf of program items, if requested to do so by the president.
11. Acting as contact with local, state, and national board members on behalf of program.
12. State calendar planning.
13. Assuming responsibility for program making at the state and national levels.
14. Preparation of publications on state program. (Example: We Support.)
15. Coordinating activities of the legislative director as they relate to program.
16. Maintaining complete program files to be passed on to the succeeding program vice-president.

PROGRAM DIRECTORS

Being a program director for the state LWV is a much more challenging job than that of program director in other organizations. Much of the life and health of the League of Women Voters depends on the effectiveness of program study and action. It is through program and Voters Service that the main purpose of the League is implemented. It is an awesome responsibility, but nothing to be afraid of.

You will want to form a committee of interested local League members (and perhaps some state board members) if geographic distances and League funds permit. If you are not from the beginning an expert in League program, you will be very soon.

- I. STEP ONE: Obtain and immediately familiarize yourself with the files from your predecessor. If yours is a new study item, you'll have to develop a file. This file should contain the following:

A. For Program Development and Study

1. The LWV-T Policy Guide
2. In League. Immediately read all sections on PROGRAM DEVELOPMENT and on CONSENSUS-POSITION-ACTION.
3. A file on other organizations in the state that might be interested in the issue, as well as a file of useful reference works and where you can find them. If your committee does not have such a file, develop one, maintain it, and pass it on to your successor.
4. List of individuals as resource contacts on the subject.
5. List of names of committee members and/or concerned local League members.
6. Correspondence with other Leagues. (Copies for your files and to state office, program vice-president, and president.)
7. Correspondence with legislators. (Copies for your files and to state office, program vice-president, legislative director, president, and, if appropriate, national League office.)

B. For Program Action

1. The consensus position under which you act.
 2. Taking Action: Guidelines for Local Leagues; Guide for LWV-T Legislative Activity; Program Perspectives; We Support; and Index to Local League Program.
 3. Action and Impact on Issues, both from LWV-US.
- C. General Tools: Notebook for your portfolio.

II. GET READY--GET ACQUAINTED WITH YOUR SUBJECT

- A. If you are chairing a program already under way, you will receive files from the previous director. Familiarize yourself with the general content of the files. This will also give you a clearer idea of what has been done in state and local Leagues.
- B. If you are beginning a new national program, you will start receiving material from the LWV-US office. In the meantime, save all relevant news stories, magazine articles, etc., and keep an ongoing file of them by subject matter headings.
- C. If you are beginning a new state item, **PLAN AHEAD**. State study and consensus is very different from local study and consensus in that you must plan ahead what seems to be an unconscionably long time. The steps to be taken and approximate time to allow are:
1. Familiarize yourself with the direction defined by the convention, what can be studied, and some general idea of the goals (consensus areas) of the study. Decide how you want to seek member agreement (concurrence or consensus) with advice from your committee and approval of the board. 2- 3 months
 2. Identify sources of information, persons, organizations, and publications, and develop a preliminary outlook for work. (See "Sample Worksheet for Strategy Planning," p. 27, In League.) Compile a bibliography and send to local Leagues. 1 month
 3. Propose tentative consensus questions (or concurrence statement), preliminary outline of material to be covered in publications, and a time line. Circulate to your board committee, then put in pre-board report; and seek approval at board meeting. Try to plan about 2-3 weeks for circulating to your committee. Pre-boards are generally due about two weeks before board meeting. 2 months
 4. Send board-approved consensus questions (or concurrence statement) to local Leagues along with firm deadline for publication and for their replies to be returned. 2 weeks
 5. Write Facts and Issues and VOTER article(s). (See Style Sheet in this Handbook.) For F&I, allow 2 months for writing and first draft, 1 month for approval, suggestions, rewriting before submitting for editing, 1 month for editing and some rewrite or additional fact-gathering and writing, 1 month for publishing. **AFTER FINAL, CORRECT COPY IS SUBMITTED TO PUBLICATIONS DIRECTOR.** 5 months
 6. When results of local League member agreement are received, allow 2-3 weeks to tabulate and summarize the results. It will take 2-3 weeks to circulate the results to your committee. The amended

consensus/concurrence should be submitted to the board in a pre-board report for its approval at the next meeting. (Include some supporting data--figures and Leagues' reports indicating how the committee arrived at the recommended statement.)

1½ months

7. When the board has given its approval to your compilation of the consensus/concurrence, the results should be reported in the next issue of the Texas VOTER. The consensus/concurrence statement and supporting information such as strength of agreement, qualifying statements, explanatory remarks, and any other expansion of the consensus/concurrence statement which will help the next director carry out the intent of League members participating in the member agreement, should be compiled as soon as possible for inclusion in Program Perspectives.

1 month

8. Prepare a strategy plan for action. (P. 27, In League)

1 month

- D. Keep your files current. You may wish to rearrange them according to your individual method of working. (You may also wish you had majored in FILING!) Although record keeping may be the bane of your existence, it helps others who follow, it helps formulate the new program ideas, and it gives a history of the League's work in your area. Some pointers are:

1. Save a file for yourself.

2. Your files should contain:

- a. Outlook for Work/Strategy Plan
- b. bibliography of resource material used
- c. resource material that is fileable and appropriate
- d. VOTER articles on your item
- e. F&Is and Leaders Guides on your item
- f. committee meeting minutes
- g. consensus questions and returned consensus forms
- h. annual reports such as those to LWV-US and to state convention/council
- i. preboard and postboard reports
- j. records of action taken (letter, testimony, publications, speeches, publications) and evaluation and/or results of those actions

III. GET SET--ORGANIZE YOUR COMMITTEE

- A. What do you and your committee do?

1. Gather information and prepare material for the general membership.
2. Present material to membership in meetings, workshops, or through publications.

3. Prepare suggested consensus questions for submission to the board.
4. Prepare publications for statewide use.
5. Prepare plans for action for submission to the board, which then assists you in implementing the approved plans.

B. What are some of the assignments for committee members?

1. Research: collecting, reading, and condensing all the available written information about the item.
2. Interviewing: persons concerned with and/or knowledgeable about your item.
3. Observing: activities of governmental groups who deal with your item.
4. Hospitality: making arrangements for go-see trips, special meetings, or workshops.
5. Clipping: magazine and newspaper articles.
6. Editing and writing: the assembled results of research.
7. Art work: providing posters, badges, illustrations, maps, charts, and other visual aids.
8. Speaking: in conjunction with your portfolio.
9. TYPING, TYPING, TYPING!

IV. GO--GET THE MESSAGE OUT

A. Communicating with members

1. Prepare articles for the Texas VOTER as appropriate.
2. Prepare memos and/or other information to be sent to the local Leagues via the scheduled state office mailings. (See League Directory.) These may include consensus reports, recent program information, reports on action taken, conference invitations--anything you want local Leagues to know. Please observe deadlines for sending this material to the state office.

B. Communicating with the board

1. When decisions must be made between board meetings, the program director, the program VP, and the president make them. If possible, you should allow an extra 10 days to circularize your committee and to get their comments before the decision must be made.
2. Each program director is requested (urged) to submit a report before each state board meeting. The preboard report acts as study material for the state board members before they get to the meeting. (If your committee can raise questions, suggest a course of action, anticipate decisions that must be made, and refine proposals, this added information can be helpful.) Ask for general direction, but make your own administrative decisions. The board does need to be informed of plans, recommendations, and activities. This saves time at board meeting, sharpens the decisions being made, and helps ensure a better informed board.

V. AND NOW ACTION

Preparation for action started the moment your program item was adopted. In the activities of getting the facts and informing ourselves we also initiated an educational program to create statewide interest in the issue. After consensus, action begins in earnest--to build support for our positions and to effect legislative and/or executive change.

A. Assemble tools. (See I. B.)

B. Set your goals.

C. Make your plans. These may include:

1. Monitoring governmental bodies that deal with the program items.
2. Keeping in touch with legislators and other public officials, supplying them with material (such as an Advocacy Paper) explaining the League's positions.
3. Preparing any testimony for public hearings related to your portfolio. Obtain approval from program VP and furnish copies for the legislative director, program VP and president. Notify the program VP of your intent to attend a public hearing, whether or not a statement is being given--in order to avoid duplication of observers.
4. Bringing members, especially new members, up to date periodically with basic information. One very important vehicle for informing the members is the Texas VOTER. Please use it! Also, remember the scheduled state office mailings.
5. Preparing and urging members to take legislative action: (See Guide for LWV-T Legislative Activity)
 - a. Through articles, times for action, and bill summaries in the weekly legislative newsletters published during the sessions.
 - b. Through an action alert--a call for members or local Leagues to take individual action, i.e., write or call their elected representatives. All action alerts must be cleared with the legislative director, program vice-president, and president. These are usually sent out with the legislative newsletter--no more than a total of 5 or 6 during a session.
6. Keeping the citizens informed
 - a. through letters to editors prepared for the president to sign
 - b. through letters to editors from members writing as individuals without mention of the League
 - c. through providing speakers
 - d. through press releases prepared for the public relations VP
 - e. through special events: radio programs; TV shows; video tapes; feature articles; fiestas; booths at trade shows, conferences, workshops, and conventions; sound trucks through shopping centers; slide shows. The sky (and funding) is the limit--BUT your plans must be:
 - (1) coordinated with the public relations VP
 - (2) approved by the board
 - (3) funded by our Political Action Committee

VI. HOW TO REPORT CONSENSUS

After consensus has been taken, the program director is in charge of and must compile and report that consensus to the state board for its approval and adoption. (Be sure to consider relevant sections of In League when preparing consensus.)

Reports of consensus to the board must also include the following:

- A. A brief statement summarizing the consensus.
- B. An expansion of the summary to provide working tools for the committee and future committees.
- C. Supporting data--figures and Leagues' reports indicating how the committee arrived at consensus.

PROGRAM ASSOCIATE DIRECTORS

An associate director is expected to:

MEETINGS:

Attend board meetings when funding permits and action on item is being considered. An associate director, like any other League member, is welcome at any board meeting as an observer.

COMMUNICATIONS:

Maintain liaison with the board without the responsibilities incumbent upon board members.

Correspond with president and vice-president as needed.

Communicate with local League counterparts on matters relating to portfolios, with reports or copies of these communications sent to program vice-president and president.

Receive all publications, including state agency mailings, relating to portfolio.

Receive all mailings from state office which are sent to state board members.

Prepare preboards and any reports to local Leagues as needed in monthly mailings; carbons to president & vice-president.

Respond to requests for VOTER articles, observing deadlines.

ACTION:

See pages for Program Directors, Section V, especially part C. 1-5.

EXPENSES:

Have expenses paid for board meetings when requested to attend. Expenses to council and convention may be reimbursed, if funds are available, at the discretion of the board. (See Policy Guide.)

LEGISLATIVE DIRECTOR

The legislative director is responsible for coordinating the various elements of legislative activity: for example, making sure that the means used by program chairmen to achieve legislative goals are compatible and that members involved in action understand the strategy. To accomplish this end, the director must be in constant touch with program chairmen and insist that they notify the director about any activity they undertake. The director must be aware of any testimony contemplated by the program chairmen and, if possible, should be consulted before it is given.

The director is responsible for the operation of the legislative office and for the performance of the Capitol Corps (see below) and must report, as required, to the legislative committee or to the state board.

Making decisions concerning support of, or opposition to, specific legislation, or those concerning strategy, is delegated by the state board to an executive committee composed of the president, the program vice-president, the legislative director, and the program chairman concerned. Its decisions are subject to review by the state board.

The legislative director supervises the publication of the Legislative Newsletter and the issuing of Action Alerts. The director may delegate the editing and make-up of the newsletter, but must check content for conformity with LWV policies.

After consultation with the appropriate program chairman, the legislative director determines the form of the Action Alert and the nature and amount of background information needed for response. Preference is given to the priorities set by the state board unless an exception is granted by the executive committee. (Program chairmen who contact local Leagues on their own initiative must keep the legislative director informed.)

The legislative director is responsible for reminding local Leagues that they must respond to Action Alerts in some way and for giving any instructions necessary.

The legislative director hires the legislative secretary for a wage and length of time specified by the state board. The secretary's duties are supervised by the director.

The director must know and follow applicable lobbying registration and reporting requirements.

The legislative director is responsible for compiling questions submitted by state board members to be used by local Leagues in interviewing their legislators.

The Capitol Corps is an off-board committee of the LWV-T. It is composed of League members from Austin and students from surrounding colleges who have agreed to act as observers and information gatherers for the state board, program chairmen, and the legislative director.

ORGANIZATION VICE PRESIDENT

The entire state board shares responsibility for assisting local Leagues in League structure, procedures, and techniques. It is the organization vice-president who supervises and coordinates the state board's efforts to establish and maintain the purpose and policies of the League.

The organization vice-president reads minutes and VOTERS of all local Leagues and works closely with the Field Service Director in anticipating problems, correcting misunderstandings, and cheering on exceptional activities in local Leagues. Working equally as closely with the membership director, the organization vice-president assists in recruiting members-at-large and in establishing state units where appropriate. Under current conditions, the state unit is the preferred entity for colonizing the League in Texas. When the organization committee of the state board judges that a state unit is ready to proceed to provisional status, the membership director and the vice-president see that proper procedures are followed.

Provisional leagues are the special responsibility of the organization vice president, whether they emerge from a state unit or are initiated as a new 40-member League entity. (See Guidelines for Provisional Leagues.) The organization vice-president assigns an adviser to each provisional and is responsible for interim reports and requests for provisional and local League recognition being presented to the appropriate boards in a timely manner.

The organization vice-president assists local Leagues wishing to change the basis of their organization, i.e., from metro to area League. Such changes must be recommended to LWV-US by the state board. Another duty is seeing that proper procedures are followed in withdrawing recognition from a local League.

The organization vice-president prepares and submits the State League Annual Report on Organization and Membership to the national office and keeps all organizational guidelines current.

The organization vice-president assists the president, attends all board meetings, and participates in policy decisions affecting the overall activities of LWV-T and LWV-TEF.

It is wise to maintain a file for each local and provisional League. Each file should contain minutes (two years), VOTERS (three latest issues), and current correspondence concerning that League. Files for each state unit should also be kept.

FIELD SERVICE DIRECTOR

The primary responsibility of the field service director is to organize and oversee the field service network. This network is designed to assist and encourage local Leagues in all areas of League activity. It consists of five or six off-board field service representatives, each of whom is assigned five or six local Leagues. The field service representative receives minutes, bulletins, bylaws, policy sheets, etc. directly from the assigned local Leagues and maintains regular contact with them. Field service representatives also are the liaison between the local Leagues and the state board, and thus are expected to submit periodic reports to the field service director, usually prior to each state board meeting.

The director provides advice and guidance to field service representatives and sees that they have appropriate tools. The director and each field service representative should have a copy of the Manual for Field Service Representatives in Texas, and an annual get-together is well worth the expense. In addition, the director should review all local League minutes, bulletins, etc. (forwarded through the state office), and maintain a separate file for each League. When appropriate, the field service director seeks the advice of state board or off-board specialists. For further background, it is recommended that the director act as the field service representative for one or more Leagues, particularly if the director has never experienced this relationship.

The director, field service representatives, or, on occasion, a state board or off-board specialist may be invited by local Leagues to train their board. The director and others on the state board are also available to work directly with local Leagues to assist the field service representative when specific needs or problems arise.

The director should prepare a report on the state of the Leagues for distribution at each state board meeting.

The director operates under the direction of the organization vice-president, and is a member of the organization committee of the state board. This committee considers all organizational matters pertaining to local Leagues, provisional Leagues, state units, members-a-large, and membership. The organization vice-president, who chairs this committee, then provides the full board with an overview of the committee discussions and presents recommendations that require full board consideration.

This most interesting and challenging portfolio will broaden your perspective of League as you seek to understand the variety of people and lifestyles around the state and as you work with the diverse sizes and activities of local Leagues.

Enjoy it!

MEMBERSHIP/UNITS

The state membership/units director is responsible to three distinct groups: members-at-large, state units, and local League membership and unit organization chairmen.

1. MEMBERS-AT-LARGE NOT IN STATE UNITS. These are members of the LWV-T and LWVUS who reside in areas where there are no recognized local Leagues or state units. Their dues are determined by the state board. MALs operate under LWV-T bylaws. The state membership/units director recommends, with state board approval, the publications they receive. A standing order for MALs presently consists of: (1) the LWV-T Directory, (2) the LWV-T VOTER, (3) the LWV-T Legislative News-letter, (4) each new issue of the state publications catalog, (5) fifty copies of each printing of the state Voters Guides, (6) call to state convention or council, including reservation forms and other appropriate information, (7) selected state Action Alerts, (8) state F&Is as they are published, (9) selected national F&Is as they are published, (10) all appropriate voters service information at the state level, (11) the option to participate in state consensus or concurrence.

After a letter of inquiry about membership is received, the M/U director will send (1) a letter of invitation to join, (2) a copy of Facts, (3) a copy of current state program positions (We Support), (4) current voter registration brochure, and (5) a membership application form.

When dues for a new member-at-large have been received, the state office informs the M/U director of the name, address, and date paid, along with a copy of the welcome letter from the president. The M/U director makes a file card record of the new member. The most recent monthly mailing to MALs should be sent, along with the current or most recent Texas VOTER, the current state board list, off-board list, list of local League presidents, and current publications catalog. The state office has such material on hand and this accompanies the letter of welcome from the president.

If any additional material is approved by the board for mailings to MALs, the M/U director informs the state office. Whenever material is mailed, the state office sends a statement of costs (including postage) to the treasurer for posting, and to the M/U director for record keeping.

The M/U director sends annual dues notices at the beginning of the month during which each member joined. Second notices are sent, when necessary, at the beginning of the following month. A member is dropped if payment has not been received within sixty days of the anniversary month. The state office sends all information regarding new members, corrections, and drops to LWVUS, with a copy to the membership/units director.

2. STATE UNITS. These are composed of ten or more members-at-large who reside in an area where there is no recognized local League. Members of state units meet and operate as a unit of LWV-T, using the Guidelines for State Units, revised in November, 1981. An advisor from the state board, or an experienced League member who resides nearby, is assigned to each unit.

Dues for members of state units are the same as for other members-at-large. The treasurer of each unit collects the dues and transmits them to the state office. The state office includes new members, corrections, and drops of state unit members in its monthly report to LWVUS.

Mailings to state unit members are similar to mailings to isolated MALs. The contents are decided upon by the M/U director immediately after a mailing to local League presidents. The state unit chairman receives a monthly mailing identical to those sent to LL presidents. Mailings to state unit members are sent to them individually. Each S.U. chairman also receives a national DPM which is ordered from LWVUS and paid by the LWV-T treasurer.

3. PUBLICATIONS FROM LWVUS. When national publications are to be ordered for members-at-large and/or members of state units, the M/U director informs the state office, with copies of the request sent to the president and organization vice-president. Publications are ordered by the state office and shipped there prepaid for distribution to MALs and/or state units as requested.

4. LOCAL LEAGUE MEMBERSHIP AND UNIT ORGANIZATION CHAIRMEN. The membership/units director serves as resource for these LL portfolio chairmen.

Membership concerns recruitment, orientation, involvement, and retention. Aids for membership may be presented in Texas VOTER articles, and in memos to local Leagues as appropriate in the regular mailings from the state office.

Local League units are structured primarily for discussion. However, they may be organized for program research and study, update, consensus, action, voters service, new member orientation, or any other LWV special purpose, as designated by the local League.

If any additional material is approved by the board for mailings to MALs, the M/U director informs the state office. Whenever material is mailed, the state office sends a statement of costs (including postage) to the treasurer for posting, and to the M/U director for record keeping.

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- more -

SBH
4/83

PUBLIC RELATIONS VICE-PRESIDENT

The Public Relations Vice-President has the major responsibility of ensuring that the work of the League is known and appreciated throughout the state. It is also part of this portfolio to facilitate internal public relations-- that is, state League to local League, local Leagues to other local Leagues.

Additionally, the PR Vice-President coordinates the activities of the following portfolios:

Voters Service
Development
Publications
Special Projects
Texas VOTER

HOW TO SMILE A LOT ON CUE, THUS WINNING FRIENDS AND INFLUENCING PEOPLE FOR THE LEAGUE:

Smiling a lot won't get the job done, but it makes a nice catchy title. On the other hand, smiling a lot (and meaning it) certainly helps. The following are suggestions to lighten your load and brighten your smile.

It is important to participate in all state board meetings as a schizophrenic. That is, while you are joining in discussions and decision making, and helping to further the general work of the state board, keep part of yourself ever alert for possibilities for press releases, appropriately clever ways of presenting a newly adopted position. . .let your mind roam freely as you consider (and reject at least 90% of) various possibilities. All of which leads us to. . .

RULE #1 SPLIT THAT PERSONALITY! (YOURS)

The almighty press release will be an often-used tool. The state office will deliver press releases to the press room in the Capitol building. This seems to assure best and fastest distribution statewide. Study how-to material in the PR file for submitting desirable press releases. Remember, media receive hundreds of press releases each week. Therefore. . .

RULE #2 MAKE EACH PRESS RELEASE COUNT!

All of this leads us to methods of getting accurate and speedy information from state board members whose portfolios concern a specific release. It's a good idea to develop a form for them to send to you when they are requesting a press release, with blanks for indicating the usual who, what, where, when, why, how, plus a few sentences describing the important points to be made. Include a deadline on the form (say, two weeks before the desired date for release).

State board members will also request releases on fast-breaking and important news; be sure to get all the facts and to . . .

RULE #3 INVOLVE ALL STATE BOARD MEMBERS IN THE PUBLIC RELATIONS PROCESS

Keep the state League president aware of what you're up to by. . .

RULE #4 CLEARING WITH THE PRESIDENT (AND PROGRAM VICE-PRESIDENT IF APPROPRIATE) EVERY RELEASE OR ACTIVITY BEFORE YOU SPRING IT ON THE WORLD

And so that local Leagues may keep informed. . .

RULE #5 REQUEST THE STATE OFFICE TO SEND A COPY OF THE RELEASE TO EACH LOCAL LEAGUE

In order to assist local League PR chairmen, keep sending relevant and informative HOW-TO material, either through the monthly mailing to local Leagues, or under separate cover. Ask them to send you clippings, and acknowledge these in monthly mailings, etc. If you find a spectacularly successful campaign going on in a particular League, describe it for the benefit of other local Leagues.

RULE #6 OFFER ENCOURAGEMENT AND HELP TO LOCAL LEAGUES, AND FOLLOW THROUGH.

HOW TO SMILE A LOT ON GUT, THUS WINNING FRIENDS AND INFLUENCING PEOPLE FOR THE LEAGUE:

Smiling a lot won't get the job done, but it makes a nice catchy title. On the other hand, smiling a lot (and meaning it) certainly helps. The following are suggestions to lighten your load and brighten your smile.

It is important to participate in all state board meetings as a schizophonic. That is, while you are joining in discussions and decision making, and helping to further the general work of the state board, keep part of yourself alert for possibilities for press releases, appropriately clever ways of presenting a newly adopted position. . . let your mind roam freely as you consider (and reject at least 90% of) various possibilities. All of which leads us to. . .

RULE #1 SPLIT THAT PERSONALITY! (YOURS)

The almighty press release will be an often-used tool. The state office will deliver press releases to the press room in the Capitol building. This seems to assure best and fastest distribution statewide. Study how-to material in the PR file for submitting desirable press releases. Remember, media receive hundreds of press releases each week. Therefore. . .

RULE #2 MAKE EACH PRESS RELEASE COUNT!

All of this leads us to methods of getting accurate and speedy information from state board members whose portfolios concern a specific release. It's a good idea to develop a form for them to send to you when they are requesting a press release, with blanks for indicating the usual who, what, where, when, why, how, plus a few sentences describing the important points to be made. Include a deadline on the form (say, two weeks before the desired date for release).

State board members will also request releases on fast-breaking and important news; be sure to get all the facts and to. . .

RULE #3 INVOLVE ALL STATE BOARD MEMBERS IN THE PUBLIC RELATIONS PROCESS

SBH
4/83

VOTERS SERVICE/CITIZEN INFORMATION

The Voters Service/Citizen Information director's job is two-fold: providing information and guidance to local leagues in the area of VS/CI, and doing VS/CI on the state level.

An important part of this job is to be open and responsive to the needs and desires of local leagues. It is at the local level that VS/CI activities have the most impact, and it is the interest and involvement of the local leagues that will determine success or failure. The emphasis should be on listening and on serving the local leagues. Your creative ideas could provide your most valuable service. Election Voters Service is only one part of the total VS/CI responsibility, but the first questions from local leagues will be on this subject, so make an effort to be prepared.

The first step as VS/CI director is to outline the statewide elections for which Voters Service must be provided. These would include party primaries, general elections, special elections on constitutional amendments, etc. Once these necessary commitments are delineated, begin immediately to plan for Voters Guides as well as voter registration drives and get-out-the-vote campaigns.

Within the state board itself, the VS/CI director maintains close contact with public relations vice-president, the publications director, and the treasurer. Budgetary considerations play a large part in VS/CI plans. An especially close working relationship must exist between the VS/CI and the government voting rights director(s).

In January of even-numbered years the board must approve a Voters Guide policy, decide the scope of the primary election Voters Guide and the questions for statewide candidates. Whether to publish a Voters Guide on proposed constitutional amendments when they are to be voted upon is another board decision. (Such elections can be in November of odd-numbered years also.) When presenting VS/CI concerns to the board, bring recommendations whenever possible. This will shorten the time necessary for the board to make decisions.

The other half of the responsibility is citizen information. The aim is to inform the individual as a citizen, not as a voter only. Nonpartisan information and service are League hallmarks. The pairing of citizen information with voters service suggests increased possibilities for the League to do better than ever what the League has always done best of all.

THE TEXAS VOTER EDITOR

In the League, nearly everyone reads the Texas VOTER. It is the state board's vehicle of communication with every member. As such, it should educate and stimulate its readers, as well as function as a useful public relations tool.

The VOTER is not published by the editor. It is the result of the collective input of each and every board member. It is the board which determines the general content of each issue, and members of the board who provide the specific material. It is, however, the editor who suggests topics for articles, establishes space assignments, plans the style and appearance, edits, and rewrites if necessary to fit space, clarifies, and handles the actual production of the VOTER. Final approval of copy is given by the president, or vice-president delegated this responsibility.

The editor determines the amount of time needed from deadline for receipt of copy to projected date for mailing. In order to allow for unavoidable changes, the editor may set two deadlines--one the last date on which notice may be given that an assigned article will not be written, and the second the last date on which copy will be accepted for inclusion in the forthcoming issue.

It is imperative that deadlines be met, not only as a courtesy to the editor, but to avoid outdated datelines, and particularly to comply with postal regulations which require that a declaration of publication dates be included in every issue of the VOTER. Deviations from the declaration require additional paperwork and, in some instances, the payment of additional postal fees.

Articles for the VOTER should be timely, simple, direct, accurate, complete, and non-partisan. Copy should be presented for editing in the form set out in the current "Mechanics for Submitting Voter Copy." It is suggested that authors also refer to the current "Suggested Style Sheet" when preparing copy.

Communication is fun--and so should be the publication of the Texas VOTER.

PUBLICATIONS

You, the publications director on the state board, have a dual role. You publish for the state board and you teach local Leagues how to improve their VOTERS and other publications.

STATE LEAGUE

You are responsible for publishing Facts and Issues, program updates, Advocacy papers, occasional booklets of citizen information, and such general membership material as the state office does not mimeograph. This does not include the Texas VOTER, which is the responsibility of the VOTER editor.

You will be responsible, with the cooperation of the state office personnel, for keeping an inventory of publications on hand and producing a catalog annually. A small article pushing these publications should appear occasionally in the VOTER.

At councils, conventions, legislative days, or at any other large League meeting, there will probably be a publications room or booth. This may display local League materials as well as state publications. Local Leagues are responsible for setting up and minding their exhibits. State displays are worked out with the state office. The host League will usually provide personnel for the publications room at council or convention.

The material you publish will be written by others; but, because the whole aim of publication is to communicate with any reader, when you receive copy you should read it as if you were "any reader." If you stumble on a sentence--have to read it twice--suggest that the writer restudy it. If you are competent with words, you may suggest a revision, but always submit your suggestions to the writer. Never alter the style or intended meaning. Study a good book on grammar and punctuation, and check all copy for compliance with this and accepted rules of style as set forth in the Suggested Style Sheet.

Read how manuscripts are prepared for submission to printers and familiarize yourself with printers' procedures. Most good dictionaries contain a section on style and on printers' symbols in an appendix. In addition to selecting paper, style and sizes of type, and spacing and length of line, you must use these symbols in order to communicate to the printer all the instructions necessary to achieve the appearance you want. These symbols are also used in correcting the proof.

Talk with two or three reliable printers, show them some League publications, explain your job, and evaluate their appropriateness for doing the work. Consider your travel time, whether they have in-house typesetting, and whether they have type faces suitable for the work. After you know the length, form, number of copies, and other details, get bids from two printers unless one has consistently been the better.

The best guide for the number to be printed is the number found satisfactory previously for a similar use, but relevant factors are:

(more)

(more)

1. Intended target groups--members, legislators, contributors?
2. Distribution--in the VOTER, sold through local Leagues, or sold by direct mail to the public?
3. Budget--will it be free, sold at cost, or sold for profit?
4. Cost--preparation, printing, shipping, promotion, and office overhead = total cost.

$$\text{Cost of individual free copies} = \frac{\text{total cost}}{\text{number printed}}$$

$$\text{Cost of copies for sale} = \frac{\text{total cost}}{\text{number expected to be sold}}$$

5. Selling price--how many sales are needed to break even?
what is the projected profit?

6. Possible funding--explore with writer and development director.

7. Timeliness--can it be done in time?
how long before it will be obsolete?

You will need three to four weeks for final editing, preparation of copy for the printer, printing, and shipping to state office.

Read the treasurer's About Publications for an understanding of how publications are handled by and between LWV-T and LWV-TEF, appropriate tax I. D. number to give the printer, and when to charge sales tax.

Caveats: Always insist on double-spaced manuscripts. Always take a reasonably clean, fully corrected copy to the printer. If a manuscript has to be retyped, proof it carefully to see that no changes or errors have crept in. Read aloud, including punctuation, from the original to someone checking the retyped copy, ideally a careful person who has not seen the manuscript before. Check the galley proof in the same way. The importance of this procedure cannot be stressed too much; nothing is more dismaying than carefully designing a publication, proofing the galley, and then finding an error repeated 3000 times in the finished publication.

LOCAL LEAGUES

Many local League VOTER editors have no background in printed communication when they are put in the position of maintaining the only link between their League and many of its members. Periodically, especially in early fall, a memo to local Leagues should be sent out discussing the importance of clean reproduction techniques, bold mastheads, orderly layout with good "texture"--

(more)

rub-on letter titles, white space, illustrations, etc.--and text that is interesting, well written, and worth saying. Reiterate that it is not necessary to staple the VOTER after folding it unless it has loose enclosures.

These things have all been said before, they are in the files, but new editors are likely not to have got the word. The no-staple campaign is winning; let us keep it going.

Tips on how to prepare camera-ready pasted-up copy for offset printing, and also on how to proceed with preparing for a printed publication, are useful to many Leagues. They can all benefit from familiarity with the Suggested Style Sheet and should be reminded to keep it at hand.

BYLAWS

Three different sets of bylaws are involved: those of local leagues, of the state league, and of LWV-US. Local league bylaws are subject to revisions annually, those of state league and national in alternate years. State bylaws review begins in the fall prior to state convention which occurs in odd-numbered years; national bylaws review, the fall prior to national convention which occurs in even-numbered years. Time lines:

LOCAL

1. In the September board report remind local leagues to send proposed local bylaw changes to the state office at least three months prior to the annual meeting. (Annual meetings in some leagues occur as early as January.) Remind local bylaws chairmen to check local procedures for submission to their membership.
2. Review proposed local changes for conformity with the first three paragraphs of national bylaws; review other sections proposed for change. Copies of current bylaws should be in your files as well as in the state office.
3. Discuss unusual changes with field service and the organization VP.
4. Advise the local league of reactions, questions, or approval in time for consideration prior to submission to their membership.
5. Remind local chairmen to send three copies of the bylaws to the state office and one copy to national office after their annual meeting has acted.

STATE

1. In September board report, remind local leagues to send proposed state bylaws changes at least three months prior to convention.
2. Ask for proposed changes from state board members.
3. Compile proposed bylaws changes and send to state board members with January pre-board report.
4. Discuss changes and adopt recommendations of proposals at the state board meeting.
5. Submit proposals to the national board.
6. Prepare proposed bylaws changes with notations of those recommended by local leagues and state board, those not recommended by state board, and explanation of reasons for recommending or not recommending.

7. Check deadline for material for convention workbook.

8. Present proposed bylaws changes at state convention.

9. Prepare corrected copy for printing.

NATIONAL

1. In the September board report remind local leagues to send proposed bylaws changes to national at least three months prior to national convention, with a copy to the state office.
2. Remind state board members to consider changes at the January board meeting.
3. Discuss and consider proposed amendments at the January board meeting.

4. Send suggestions three months prior to the national convention. Review of national bylaws; review other sections proposed for change. Copies of current bylaws should be in your files as well as in the state office.

5. Discuss unusual changes with field service and the organization VP.

6. Advise the local league of reactions, questions, or approvals in time for consideration prior to submission to their membership.

7. Remind local chairman to send three copies of the bylaws to the state office and one copy to national office after their annual meeting has acted.

STATE

1. In September board report, remind local leagues to send proposed state bylaws changes at least three months prior to convention.

2. Ask for proposed changes from state board members.

3. Compile proposed bylaws changes and send to state board members with January pre-board report.

4. Discuss changes and adopt recommendations of proposals at the state board meeting.

5. Submit proposals to the national board.

6. Prepare proposed bylaws changes with notations of those recommended by local leagues and state board, those not recommended by state board, and explanation of reasons for recommending or not recommending.

POLICY GUIDE

The state policy guide is a series of statements used by the state board as an outline for conducting state League activity.

The state board reviews the policy guide annually, and may amend, eliminate, retain, or add to it.

At the June board meeting the president appoints a chairman and a small committee to review present state board policies. The committee solicits suggestions from other board members; meets in person or by mail over the summer, and prepares a draft for full board consideration at the September board meeting. After approval by the board, the new policy guide is sent to local Leagues.

LWV-Texas
PRESIDENT'S COUNSELOR 1980

KEEPING FILES

The state office attempts to code materials sent to local Leagues to assist in maintaining an orderly filing system with less effort. For example, a memo on LWV-T Council would be coded: I. H. 2.

Administration
Council - State

Suggested file plan for local Leagues (amend as it suits your purpose):

I. ADMINISTRATION AND ORGANIZATION

- A. Action
 - 1. National
 - a. *Report From the Hill*
 - 2. State
 - a. Legislative newsletters
 - 3. Local
- B. Annual Meeting
 - 1. Minutes
 - 2. Reports
 - 3. Workbooks
- C. Annual Reports
 - 1. National
 - 2. State
 - 3. Local
- D. Board
 - 1. National
 - a. Board Lists
 - b. Board Reports & Summaries
 - c. Tools
 - 2. State
 - a. Board Lists
 - b. Board Reports & Summaries
 - c. Tools
 - 3. Local
 - a. Board Lists
 - b. Agenda
 - c. Minutes
 - d. Tools
- E. Budget/Treasurer's Report
 - 1. National
 - 2. State
 - 3. Local
- F. Bylaws
 - 1. National
 - 2. State
 - 3. Local
- G. Calendars
- H. Convention and Council
 - 1. National
 - 2. State
- I. Development and Finance
- J. Equipment
- K. Membership

L. Miscellaneous

- 1. National
 - a. Litigation
- 2. State
 - a. Campaign Finance Laws
 - b. Lobby Laws
- 3. Local
- M. Nominating Committee
- N. Observers
- O. Organization (*In League, other tools*)
- P. Policy
- Q. President's Letters
- R. Publications
- S. Public Relations
- T. Speakers Bureau
- U. Education Fund
 - 1. LWVUS
 - 2. LWV-Texas
 - 3. Overseas Ed. Fund
- V. Unit Organization
- W. VOTERS
- X. Workshops, Conferences, Regional Meetings

II. PROGRAM

- A. Vertical Programming
 - 1. Natural Resources, Environment
 - a. Air
 - b. Energy
 - c. Hazardous Waste
 - d. Land Use, Coastal Zone Mgmt.
 - e. Solid Waste
 - f. Water
 - 2. Human Resources
 - a. Education
 - b. Employment
 - c. Women's Issues
 - d. Housing
 - e. Revenue Sharing
 - f. Welfare, Food Stamps, Income Assistance
 - g. Urban Policy
 - h. Families, Child Care
 - 3. Growth
 - 4. Transportation

- more -

II. PROGRAM (cont.)

5. Voting Rights

- a. Election Laws
- b. Election Authorities
- c. Right to Vote

B. National

- 1. International Relations
 - a. Development
 - b. Trade
 - c. United Nations
- 2. Representative Government
 - a. Apportionment
 - b. Campaign Financing (national)
 - c. District of Columbia
 - d. Election of the President
 - e. Executive
 - f. U. S. Congress

C. State

- 1. Administration of Justice
 - a. Adult Justice
 - b. Juvenile Justice
- 2. Financing State Government
 - a. Constitutional Provisions
 - b. Public School Finance
 - c. Revenue Distribution and Governance
 - d. State Budget Process & Financial Administration
- 3. Modernizing State Government
 - a. Executive
 - b. Legislative
 - c. Judicial
- 4. State-Local Relations
- 5. Texas Constitutional Revision
- 6. Initiative & Referendum

D. Local

E. Program Management

- 1. Tools & Techniques
- 2. Meaningful Meetings: Strategies, Options
- 3. Membership Agreement Process
- 4. Program Recommendations

III. VOTERS SERVICE/CITIZEN INFORMATION

- A. Candidates' Meetings
- B. Get-Out-The-Vote Campaigns
- C. Legislative-Congressional (interviews, maps)
- D. Political Party Participation
- E. Publications (*Know Your Community, County, etc.*)
- F. Voters Guides
- G. Voter Registration
- H. Elections
- I. Calendars
- J. Debates

SUGGESTED STYLE SHEET

For VOTER Editors, Board Members, Office Secretaries,
and All Other Leaguers Who Deal with the Written Word

GENERAL NOTES

Proofreading. The League has a reputation for putting out carefully researched, carefully written publications. This image can be clouded, however, if a League publication is rife with typographical errors, for readers are likely to suspect that sloppiness in presentation reflects sloppiness of content. Accurate proofreading, therefore, is most important.

Ideally, every VOTER (fact sheet, study, etc.) should be proofed at least twice, by two separate people, and one of the proofings should involve someone's reading aloud from the original copy while another person scans the stencils (printer's proofs, copy for reproduction, etc.). No one is infallible, and sometimes omissions can be detected only by painstaking comparison of the text with the original manuscript.

Again ideally, the proofreading of a League publication should never be done only by its author/editor or typist. The author's/editor's mind tends to stray from what is literally before her into what is being said (the content); the typist's eyeballs are glazed from having traveled this route before. What is needed for a really error-free job is a second proofing by a careful person who has never seen the copy before.

But IF you are the only warm body around, and the stencils you've just typed must be run, collated, folded, stapled, and mailed out in the next hour, THEN steel yourself, for accurate proofreading requires careful word-by-word reading. Try reading the copy aloud, pronouncing each syllable distinctly, or reading from the bottom of the page up (covering the line above with a sheet of paper)--any trick that will help you to see the copy as actually typed. Remember the League's reputation and FOCUS!

Typing Titles of Works. LWV publications: Type the word VOTER all in caps (the national VOTER, the Texas VOTER, this VOTER). Underline other League titles: We Support; President's Counselor.

General rules: Underline titles of publications (books, newspapers, magazines, pamphlets, reports, etc.). Put quotation marks around the titles of articles in periodicals and newspapers, titles of essays and individual selections in books, and the titles of unpublished works (dissertations and theses, lectures, papers read at meetings, etc.).

Writing Numbers. On the question of whether to use numerals or words to express numbers, the general rule is either to spell out numbers under ten (newspaper practice), or to spell out numbers under one hundred (book publishers' practice), using figures for the rest. Book publishers also tend to spell out round numbers (fifteen hundred) and to use figures for statistics, measurements, very large round numbers (\$10.4 billion), decimal fractions (\$1.65), and percentages. Numbers applicable to the same category should be treated alike throughout a paragraph; if the largest contains three or more digits, use figures for all.

Making a Dash on the Typewriter. A hyphen is NOT a dash--and vice versa. On most typewriters the dash is made with two hyphens with no space before or after. (See first line of this paragraph for example.)

Typing Abbreviations. In an abbreviation with internal periods, do not space after the internal periods: 10 A.M.; U.S. policy; Washington, D.C. The exception to the rule is the initials in personal names, which are spaced out: O. W. Holmes.

PUNCTUATION

Quotation Marks. American authorities are agreed on the following relationships between quotation marks and other punctuation:

1. Comma and period are always (ALWAYS) placed inside quotation marks.

He said "four," not "five."

2. Semicolon and colon are always placed outside quotation marks.

The following men figured in Roosevelt's "kitchen cabinet":
Adolph Berle, Harry Hopkins, and Raymond Moley.

3. Question marks, exclamation points, and dashes are placed inside or outside final quotation marks, depending upon the situation. They come inside when they apply only to the quotation. They are placed outside the final quotation marks when they apply to the entire statement.

Why did he say, "Your position has been made abundantly clear"?
The senator asked, "What did you intend to do with the funds?"

Question marks, exclamation points, and dashes provide the only instances in which one gets to apply logic. Rules 1 and 2 above are arbitrary (being a matter of printing practice, not of sense or grammar) and invariable.

Ellipsis. Ellipsis marks indicate that part of a quoted passage has been omitted. If the omission occurs at the beginning or in the middle of a sentence, use three spaced periods (i.e., a space before each period and after the last). If the last part of the sentence is omitted, or if whole sentences are omitted, place a terminal period after the last word quoted, with three spaced periods following.

Four score and seven years ago our fathers brought forth upon this continent a new nation... dedicated to the proposition that all men are created equal. Now we are engaged in a great civil war. . . . We are met on a great battlefield of that war.

No Apostrophe. Write the following phrases without the conventional apostrophe:

candidates meeting	presidents mailing
candidates questionnaires	Speakers Bureau
citizens committee	Voters Guide
county commissioners court	Voters Service

Suggested Style Sheet

Commas in a Series. Insert a comma between each item of a series and before the connective joining the last item of the series.

Have we sufficient help, experience, and funds to carry out the project?

HYPHENATION

In general, the current trend is to close up word elements that, through frequent use, have become associated as units of thought. In Webster's Third New International Dictionary of the English Language, Unabridged, most words beginning with these prefixes are NOT hyphenated: anti-, bi-, co-, extra-, hyper-, inter-, intra-, mid-, mis-, multi-, non-, out-, over-, post-, pre-, pseudo-, re-, semi-, sub-, super-, trans-, ultra-, un-, and under-.

antitrust	misgovern	reenact
bipartisan	multilateral	semiannual
cosponsor	nonvoting	subcommittee
extralegal	outdated	superhighway
hyperconscious	oversimplify	transcontinental
interracial	postwar	ultramodern
intrastate	preexisting	unconfirmed
midsummer	pseudoscientific	underdeveloped

Exceptions: Prefixes are hyphenated before a capitalized word (inter-League, non-League), a figure (post-1970), or an element of more than one word (anti-constitutional-revision forces).

Prefixes that are usually hyphenated include all-, quasi-, self-, and vice-.

all-inclusive	quasi-legislative	self-determination
	vice-chairman	

The treatment of words ending in the suffix -wide varies.

statewide	<u>but</u>	city-wide
nationwide		county-wide
worldwide		area-wide

Write as one word:

businessman
bylaws
cannot
nonmember
nonpartisan
ostrichlike
percent

Hyphenate:

clear-cut goals*
four-year term*
grant-in-aid program*
member-at-large
program-making function*
revenue-sharing concept*
write-in candidate*
vice-president

Write as two words:

under way
Vice President (of the U.S.)

*A compound modifier (e.g., adjective + past participle, cardinal number + unit of measurement, phrase used as adjective, an object + present participle) is hyphenated when preceding the noun. But an adverb ending in -ly + participle or adjective is always open before the noun: richly deserved praise.

GUIDE TO CAPITALIZATION

Act, when used as part of a law's title--the Voting Rights Act of 1970; but--the 1970 act, the act
 Administration, if referring to the federal executive department and standing alone; but the Reagan administration
 amendment, unless referring to a specific constitutional amendment--the 19th Amendment (to the U.S. Constitution); the Equal Rights Amendment
 annual meeting

bill

Board, when referring to a League board of directors AND used as part of a proper name--the LWV-US Board of Directors, the Board of Directors of the League of Women Voters of Texas; but the national board; state board; the Austin League board; off-board position

budget

bylaws, bylaws committee

chairman--Human Resources chairman (see Note below), membership chairman;

Budget Committee chairman Betty Smith

city council, the council; city councilman; but Houston City Council

Committee, if used as part of a proper name--Nominating Committee (of the Waco League); Senate Appropriations Committee; but committee, if used as part of a common noun or as a substitute for a proper name--resource committee; the committee

Communist, Communist Party

Congress; Congressman Frost, your Congressman; but congressional action; MC = member of Congress

Constitution, with name of state or country--the U.S. Constitution, the Texas Constitution; the Constitution (national); but state constitution, the constitution (state); constitutional

*Convention, when referring to national and state League conventions and used without a definite article--delegates to Convention; but the state (League) convention, the convention

*Council, when referring to a League council and no definite article is used--pending Council action

council of governments (pl. councils of governments); but COG (pl. COGs); North Central Texas Council of Governments

County, when used as part of a proper name--Harris County; but the county; county commissioners court

Democrat, Democratic Party; but democratic, when referring to the common people or based on the principles of democracy

electoral college (except when referring to it as a League program topic--see Note below); the college; the electors

executive, except when referring to the President of the U.S.--executive department, executive branch; executive privilege

federal

government--U.S. government, the government; but U.S. Government Printing Office Governor Mark White; but the governor

House of Representatives; Speaker of the House; but the lower house of Congress; both houses of the state legislature

*Traditional LWV usage

Note: The name of a specific League program item is capitalized--Voting Rights chairman; the Representative Government item.

judicial branch

*League of Women Voters; the League; local Leagues

legislative branch

Legislature, when used as part of a proper name--the 68th Legislature; but the Texas legislature, the legislature

local--local government; local League

Mayor Marian Doe; but the mayor

national--national government; national League budget

Party, when used as part of a proper name--the Democratic Party; but the party, political parties

President (of the U.S.); President Jane Doe of the Texas LWV; but presidential candidate, presidential election; Janet Doe, LWV-US president; the state League president

*Principles, when referring to the concepts of government supported by the League as a whole that constitute the authorization for adoption of League program

Program, when referring to a specific adopted program of a specific League--the 1983 Program of the League of Women Voters of Lubbock; but program item, program chairman, national program. Also see Note on preceding page.

regional planning council; but RPC (pl. RPCs); Panhandle Regional Planning Commission

Representative Debra Danburg; House of Representatives; but a representative

Republican, Republican Party; but republican, when referring to a republic

resolutions; but SJR 20 (Senate Joint Resolution 20)

seasons of the year--not capitalized (spring, summer)

sections of the U.S.--capitalized (the South, the Midwest); but northerner; southern California; a trip south

Senate; Senator John Tower; but a senator; senatorial

State of Texas; but state government; the state; state League office

titles of publications--capitalize first and last words and all nouns, pronouns, adjectives, verbs, adverbs, and subordinate conjunctions (as, if, before, since, etc.). Lower case articles, coordinate conjunctions (and, but, for, or, nor, yet), and prepositions, regardless of length, unless they are the first or last words of the title. Lower case the to in infinitives.

trade--but Trade Expansion Act

units

*Voters Service

*Traditional LWV usage

THIS AND THAT

an honor, an hour; but a historic event, a hotel

capital (a city); capitol (a building)

Its without the apostrophe is the possessive form of it; it's with the apostrophe is the contraction for it is or it has.

Suggested Style Sheet

Correct: consensus
questionnaire

tax rolls
maintenance

they're (not there) for they are
you're (not your) for you are

"Which" is not "That" Careful writers use the pronouns that and which selectively, not interchangeably. That is the defining or limiting pronoun; which is the nondefining or nonrestrictive.

The welfare program that has been most controversial is Medicaid.
The Medicare program, which is federally funded, has been widely popular.

Frequently misused words and phrases:

Hopefully is correct only when modifying a verb:
She waited hopefully for his return.

If you can replace hopefully with I (you, we, etc.) hope, then you should do so because it is being misused.

I hope it will be finished tomorrow. (Correct)

Hopefully it will be finished tomorrow. (Incorrect)

Home means a structure only; should be house. A house does not become a home until someone lives in it and endows it with emotional associations.

Convince to for persuade. Convince should always be followed by that or of, never by to; persuade may be followed by any one of the three.

In terms of and basically are legitimate terms, but much overused orally to buy "thinking time." They are now creeping into print where they have no reason to be used. Avoid unless precisely required.

Represents--often used when the intended meaning is is.

He represents the tenth winner. (Incorrect)

He is the tenth winner. (Correct)

Savings for saving. Savings means an accumulation: "...my life savings."

Saving is the act of saving, or the result of such an act: "Careful budgeting resulted in a substantial saving of appropriated funds."

The foregoing potpourri is necessarily sketchy and somewhat subjective. For a more thorough discussion, consult any good, recent college English textbook or up-to-date collegiate or unabridged dictionary. A manual of style is usually included in the supplements at the back. N.B. A 30-year-old "pocket" dictionary won't help!

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