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GROUP PARTICIPATION

Participation is very important in seeing that meetings succeed. Listed below are some suggestions which will help you to get the most out of your groups' meetings. Before reading this Handbook, ask yourself:

Am I a good participant ... or ... a bad participant?

Do I ...

- | | | | | |
|---|--------------------------|----|--|--------------------------|
| suggest new ideas | <input type="checkbox"/> | or | sit and listen? | <input type="checkbox"/> |
| ask questions | <input type="checkbox"/> | or | act afraid to ask questions, fear being wrong even though I don't understand? | <input type="checkbox"/> |
| tell what I know about a topic | <input type="checkbox"/> | or | never give an opinion or contribute to discussions? | <input type="checkbox"/> |
| speak up and give opinions | <input type="checkbox"/> | or | remain silent? | <input type="checkbox"/> |
| focus the group | <input type="checkbox"/> | or | wait for others to do it, letting the group stray off the topic? | <input type="checkbox"/> |
| understand the goals of the meeting and direct my words toward them | <input type="checkbox"/> | or | constantly stray off the topic and avoid responsibility for directing discussion? | <input type="checkbox"/> |
| question the common sense and logic of discussions | <input type="checkbox"/> | or | accept and agree to everything without question? | <input type="checkbox"/> |
| assist in setting up for meetings | <input type="checkbox"/> | or | prefer to be waited on? | <input type="checkbox"/> |
| encourage the group | <input type="checkbox"/> | or | criticize all efforts and achievements of the group, acting like the group isn't doing anything? | <input type="checkbox"/> |



Do I ...

push the group to
work on meaningful
issues ☐

or

stay satisfied with
busy-work? ☐

act like a peace-
maker, try to stop
disagreements from
becoming personal ☐

or

allow friction and ill-
feeling to develop
within the group? ☐

show flexibility
and willingness to
compromise ☐

or

act argumentative
not giving in even
for the sake of the
group? ☐

help others to
participate ☐

or

dominate or allow
others to dominate
the group? ☐

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I. Why Have "Rules" at Meetings?

- A. Every time people do things together they obey certain "rules." Most of the time these are unwritten rules and people go along with them as a matter of custom.
- B. Written or "formal" rules help people to work together better, when the things we have to do get more confusing.
- C. Meetings are gatherings where many people come together to learn, give, get, or share something. We all have different thoughts, feelings, information, and interests. If we could not agree on rules to guide us, it would be very hard for people to work together at meetings and to benefit from their differences.
- D. Rules for meetings should help the group to do its work well and in good time. Rules should protect the rights of group members and help them to express themselves freely.
- E. Rules should not prevent the group from bringing out ideas and making decisions. If meeting rules hold down the group, the rules should be changed.

F. All of the rules may be found in detail in Robert's Rules of Order, available in most libraries. (Robert, Henry Martyn, Rules of Order, Scott Foresman and Co, Glenview, Illinois 1951. Library number 328.1 R641a3 Government section.)

G. Basic Principles

1. One subject is discussed at a time.
2. Each proposal should be freely debated with meaningful discussion.
3. Majority opinion is sought, but the minority should have the right to present its case.
4. Each member has equal rights and responsibilities.
5. The meeting should move along at a rate satisfying to the entire group.

II. What Makes a Good Meeting? You know you are having good meetings when:

- A. the group's goals are advanced;
- B. attendance is regular;
- C. the interests of individual members are furthered;
- D. common values and good feeling for one another are developed.

III. What Officers Can Do to Improve the Meeting.

- A. Start on time.
- B. End on time (Committees can handle details of issues, Reports should be prepared in advance.)



- C. Plan the meeting.
- D. Keep the meeting moving. After a brief discussion, the chairman should ask for a motion. Learn how to cut people short; be fair, be courteous, and be brief.
- E. Check with the membership. Ask from time to time whether they want to change the meeting time, date, or place. Discuss with them what they want from their meetings.

IV. What Members Can Do to Improve the Meeting.

- A. Know the rules of meeting.
- B. Debate the issues, not the persons who present them.
- C. Address the chairman and get recognition before talking.
- D. Ask for information if you are in doubt.
- E. Speak up if you have something to say on an issue.
- F. Assume your share of responsibility for action decided upon by group. (Don't talk "action" and then do nothing!)
- G. Keep yourself informed.

V. Plan the Meeting.

- A. The agenda is the chairman's guide for timing various items of business so that the really important things are not crowded out.

SAMPLE AGENDA

1. Call to Order (Song or Prayer, optional)
2. Roll call of officers or attendance (optional)
3. Minutes of last meeting.



4. Reports;
 - a) Report of Executive Board or Committee
 - b) Report of Financial Secretary or Treasurer
 - c) Committee Reports
5. Correspondence
6. Old Business
7. New Business
8. Announcements
9. Adjourn.

- B. A great deal can be accomplished with "common consent."

For example, in dealing with the minutes of the previous meeting, ask, "Are there any corrections? If no corrections minutes will stand as presented."

Don't bother with "motions" if everyone agrees. Use common consent for accepting reports, writing letters, etc. (The purpose is to get to the main events or issues of the meeting.)

VI. What Makes a Good Chairman?

A good chairman is:

- A. aware of rules and procedures in order to meet problems which may come up during the meeting;
- B. familiar with the constitution and by-laws of the group and understands the group's relationship to other organizations;
- C. fair and courteous.

VII Role of the Chairman

The Chairman should:

- A. keep the meeting moving, keep speakers on the subject;



- B. see that members understand what is going on, which rules apply, and why. (Ask, "Is this clear?" "Do we all understand this?" etc.)
- C. allow a full discussion so that people are clear about the issues. (Always repeat the motion before a vote is taken.)
- D. protect the minority. (Allow someone to speak for the motion, then alternate with someone against it).
- E. serve as a moderator only taking sides to break a tie vote.
 - 1. Each group has to decide whether it wants a "neutral" chairman or a "leader" chairman. If a "neutral" chairman wants to participate in the discussion he should "step down from the chair," letting the Vice Chairman "assume the chair". When the Chairman is finished speaking on an issue, he should assume the chair again. If the group consents, the Chairman does not need to give up the chair when participating in debate. Whichever policy is agreed upon, it should be followed throughout.
 - 2. The position of chairman should not be used to push a particular decision against the will of group members. Decisions should be made after fair and appropriate discussion. The chairman's job is to help the group reach the decision that is best for the group.

VIII. Role of the Vice Chairman

The Vice Chairman:

- A. substitutes for the chairman when he is absent from the chair;
- B. occasionally serves as coordinator of committee activities;
- C. generally assists the chairman, as directed.

IX. Role of the Recording Secretary

The Recording Secretary:

- A. takes minutes of the meeting; prepares them for presentation;
- B. helps the chairman follow the agenda; records and reads the motions when needed;
- C. records all votes taken at the meeting and summarizes all reports in brief but exact wording.

Guide to Writing Minutes

- 1) Keep minutes in a permanent book.
- 2) Leave enough space on sides and between lines for corrections.
- 3) Always include:
 - a. name of group
 - b. kind of meeting (regular, special, etc.)
 - c. time, date, and place of meeting
 - d. name of presiding officer
 - e. name of secretary
 - f. if a small group, the names of those present
- 4) Record all business briefly and without personal comment.
- 5) Record motions in full and include:
 - a. the name of the maker of the motion
 - b. the motion itself
 - c. the action taken

- d. Example: "Mr. Shriver moved that dues be raised from \$.25 to \$.50 cents per person per month. After a brief discussion, the motion was carried."
- 6) Do not include all procedural motions.
- 7) Do include motions that were defeated, points of order and appeals.
- 8) Do not include everything that is said. (You won't be able to, anyway.)
- 9) Write minutes soon after the meeting at which you took your notes.
- 10) Read minutes from the permanent copy; read slowly and clearly enough for people to listen.

X. Role of the Corresponding Secretary

The Corresponding Secretary:

- A. prepares all correspondence for the group;
- B. sees to it that all notices of meetings and all appropriate messages reach members;
- C. keeps file of all correspondence received.

XI. Role of the Treasurer

- A. keeps accurate records; explains finances to members of the organization and, at least once a year, presents a financial statement to membership;
- B. reads the record of expenditures for approval at appropriate meetings;
- C. make use of visual aids where possible.

XII. Committees and Their Reports

- A. Types: Standing Committee - continues from year to year. Special Committee - appointed or elected to handle specific assignments.

- B. Most important is an Executive Committee which is responsible for decisions between meetings; it helps to plan meetings and other activities.
- C. Committees may be established to deal with special areas of concern of the organization: housing, employment, welfare, etc.
- D. Committees at Work:
 - 1. Usually when a committee is selected, one of its members is named chairman. When this is not done, the first named member may act as chairman, or the committee may choose its own chairman. The committee should elect a secretary; if a large committee, elect a vice-chairman.
 - 2. The committee chairman is responsible for guiding the committee and keeping it focused. He sees to it that they meet regularly, that members are notified, and that reports are made on time.
 - 3. There is an advantage to having a committee deal with specific problems. The informality of a small committee makes it possible for the issue to be discussed thoroughly.
- E. Preparing and Presenting Committee Reports
 - 1. A report should be as short and as interesting as possible; it is usually given by the committee chairman. Minutes of the Executive Committee should be submitted to the larger group in the form of a written report.

2. Outline of a short committee report:

- a) Names of members of the committee
- b) Main activities - what the committee is doing
- c) Problems and why - successes and why
- d) Specific actions recommended by the committee
- e) Summary

F. Acting on Committee Reports

Acceptance is usually shown by a vote which signifies approval of the report and also adopts its recommendations. (Unanimous consent may be used)

- 1. If a report includes several suggestions or recommendations for action, acceptance or rejection should be handled one point at a time.
- 2. Specific recommendations made by a committee may be amended before acceptance.

G. Minority Reports

- 1. If members of a committee disagree, a minority may oppose adoption of the report or may submit a minority report; usually, the membership should hear the minority report.
- 2. The membership should act on the report of the majority unless a motion is passed to substitute the minority report. If such a motion is passed, discussion proceeds on the minority report. But if the motion is defeated, the membership acts on the majority report.

XIII. Basic Rules of Order - How Ideas and Words get Action

A. How Motions are Made

1. Members address the chair as "Mr. Chairman" or "Madam Chairman". No members should speak unless recognized by the chairman. (Remember, we are talking about "formal" meetings!)
2. An example of a motion: "Mr. Chairman, I move that we give the Mayor a copy of our report on employment in city government."
3. The Chairman restates the motion or says, "A motion has been made and seconded that we give the Mayor a copy of our report on employment in city government."

B. Amendments or Substitute Motions

1. During the discussion, the motion may be unclear or lack general acceptance by the group. At this time, the group can amend the motion or offer a substitute motion. (Either may be offered at any time after the motion has been seconded and before the vote is taken.)
2. Amendments are made to change a motion or include specific information. An amendment should be stated clearly. The section of the motion to which it applies should be identified. For example: "I move that we amend the motion by adding 'and that we

call to his attention the recommendations that all entry level jobs in the Welfare and Health Departments should be opened to persons with experience in community action work, whether or not they have a high school diploma." Amendments may add, subtract or substitute words. Amendments must closely relate to the subject of the motion and should not introduce a new subject or be contrary to the motion. Amendments must be seconded.

3. In any discussion, some people will oppose the amendment and the motion or just consider it poorly worded. It is good for a group to discuss its actions fully even if it must delay voting on the motion. People change their minds and questions get clarified during a good discussion.
4. The group should vote on the amendment and then on the main motion. For example, the chairman should say "All those in favor of the amendment which adds the words, 'and that we call to his attention the recommendation that all entry level jobs in the Welfare and Health Departments should be opened to persons with experience in community action work, whether or not they have a high school diploma', indicate by the usual sign." If an amendment is defeated, another may be made.



5. A substitute motion can replace the original motion if it becomes too complicated. The substitute motion should include changes or suggestions brought out in the discussion or by amendments. A substitute motion can be amended just as though it were the original motion.
6. An amendment to an amendment can only be made once and it requires a second. (It would be more helpful to offer a substitute motion when the point is reached where amendments are being offered to amendments.) After an amendment is seconded, the discussion must take place on the amendment to the amendment. Amendments to amendments, and amendments to the motion must be debated and voted upon step by step in that order. (There cannot be two separate amendments to a motion at one time.) Remember, if there are too many issues being discussed at one time, try to come up with a substitute motion that will be less confusing to the group.

XIV. Voting

- A. The chairman should read the motion before the actual vote; he then must say "Are you ready for the question?" or "Is there any opposition to taking a vote?" If no one speaks, a vote should be taken.
- B. Voice votes. The chairman may say, "All those in favor of this motion say 'aye'. The opposed, 'no'."

If passed, the chairman may say, "The ayes have it and it is so ordered." If the motion is voted down, the chairman may say, "The no's have it, the motion is defeated."

- C. Members may vote by a show of hands or by standing up. This "standing-up" method is especially appropriate if the chairman cannot be sure whether the motion was passed or not during the voice votes.
- D. Vote by ballot is used for important issues: A ballot makes each vote a matter of record. (A motion to have voting by ballot is not debatable and requires a simple majority.)

IV. How Action takes Place - Summary

- A. An issue is brought before the group.
- B. An individual gets recognition from the chairman and make a motion.
- C. The motion is seconded.
- D. The chairman restates the motion.
- E. There is discussion.
- F. The chairman restates the motion.
- G. Voting follows.
- H. The chairman announces the result.
- I. The group follows through.



XVI. Motions to Help Keep Order

A. Members may raise a point of order to force the chairman to bring discussion back to the subject.

A point of order may also be raised when the by-laws of the organization are being broken. For example, a member stands and says, "Point of order, Mr. Chairman," The chairman should say, "What is your point of order, Mr. Shriver?" At this point the member may state his point: "Mr. Chairman, Mr. Johnson is not talking about the problems of poverty as related to Mr. Clark's motion," or "Mr. Chairman, our by-laws do not permit Mr. Johnson to use our dues for the purposes being described."

1. One may raise a point of order when a "privileged motion" is being considered (such as the time for the next meeting, adjournment, recess, etc.)
2. A member may call the chairman's attention by raising a point of order even though this may interrupt another person who has the floor.
3. The chairman recognizes the member and can accept or reject the point of order by saying, "Point of order is well taken" or "Point of order is not well taken."
4. A point of order should not be raised just to:
 - a. slow down the meeting
 - b. interrupt a speaker



D. Parliamentary Inquiry

The information the questioner is seeking may be related to parliamentary procedure. For example, the questioner may want to know if a motion he is about to make is in order. "Mr. Chairman, is it in order to move that we hold another meeting tomorrow?"

The Chairman's answer can not be appealed. However, a decision that the chairman makes after the motion has been brought up would be subject to appeal.

For example, the chairman may say. "Yes Mr. Mansfield, it is in order." This would not be subject to appeal unless someone then moved to hold another meeting tomorrow. The purpose is to avoid wasting time appealing questions that may never come before the group as motions.

E. Question of Privilege

1. A "point of personal privilege" may be raised to call the attention of the chairman to something which affects the well-being of those present at the meeting. For example, to ask to have the windows opened or closed, to ask a speaker to speak louder, to propose an urgent motion.
2. Questions of privilege are decided by the chairman and are subject to appeal.

c. make a speech

d. criticize the chairman

B. Appealing a Decision of the Chairman

1. If a point of order is not accepted or a member is otherwise ruled out of order, an appeal to the chairman may be made; it requires a second and, after discussion, members decide by majority vote. For example, at the meeting, Mr. Dirksen may say, "Mr. Chairman, I wish to appeal your decision calling Mr. Johnson out of order. The by-laws permit the treasurer to use the dues as he described."
2. On appeals, members can only speak once. The chairman, however, may speak and also may conclude the discussion.

C. Point of Information

1. Members should not address one another during the meeting but should ask the chairman for a point of information. For example, "Point of information, Mr. Chairman." The chairman should ask, "What is your question, Mr. Kennedy?" At this point, the member may ask his question.
2. Since the member is unclear, the chairman should ask the person holding the floor to yield, although this can't be forced. When he yields, the questioner should address his point of information through the chairman and the answer should be made to the chairman.

3. Form: "Mr. Chairman, I rise to a question of privilege; I move that we ask Mr. Kennedy not to bring his children to our meetings." If the chairman accepts, the motion is handled like any ordinary motion. Then the meeting continues. Points of personal privilege are usually accepted by unanimous consent. For example, the chairman may say, "Does anyone object to closing the window?"

XVII. Motions for Unusual Actions

A. Objecting to consideration of a question.

If it is believed that consideration of a particular motion could cause a serious misunderstanding within the group, any member may rise immediately and say, "Mr. Chairman, I object to the consideration of this question." The chairman may reply: "There has been an objection to this question," and then may call for a vote. (No discussion before vote.) If two-thirds of the members vote against considering the question, it cannot be raised again in that meeting.

B. Withdrawing a Motion

If it is felt that it were better not to discuss a motion, a member may ask the chairman to put the question of withdrawing his motion before the group. If no one objects, the motion is withdrawn. If there is an objection, the motion to withdraw must be put to a vote. (It requires no second and cannot be

debated.) It takes a simple majority to approve withdrawing a motion.

C. To Table a Motion

If the group doesn't feel ready to make a decision it may table the question it's dealing with.

1. A motion to "table" postpones or delays action.

(It requires only a majority vote.)

2. While a speaker is talking about a motion, he cannot move to table it. Moreover, he cannot move to table if he has already spoken on the motion and others still desire to speak.
3. When the motion to table is seconded, the chairman must act on it immediately.
4. A motion to table cannot have a time limit. (For example, a motion to table until next meeting is a motion to postpone which is a debatable motion.)
5. Tabled motions can be "removed from the table" if a member requests, but only after some other business has been transacted. This is not debatable and is decided by majority vote.

D. Limit or Extend Debate

1. Motions to limit debate are made in the usual manner and require a second; members may limit debate by setting a time limit for discussion. A motion to limit debate requires a two-thirds majority. (If the motion to limit debate applies



only to the motion being discussed on the floor, it is not debatable. For example, "I move that we spend only ten minutes on Mr. Broyhill's motion." The motion can be debated and amended if the purpose is to establish rules around discussion on all questions coming before the group - such a motion is debatable. For example, "I move that we spend no more than ten minutes on each of the points remaining on our agenda."

2. If members feel debate on a question should be extended after it has been limited, this may be done by a motion to extend debate. (The motion must have a second; it is not debatable.)

E. Move The Previous Question

A motion to call for "the previous question" is a method of stopping debate and forcing a vote. For example: "I move the previous question," or "I move that we close debate and vote on the question."

The motion requires a second and is not debatable; a member may not make such a motion while speaking on the question, or if he has spoken and others who have not, still want the floor. A two-thirds majority is required. If the motion passes, the chairman should call for a vote on the original question.

XVIII. Miscellaneous Motions

A. Motion To Reconsider

1. A motion to reconsider can be made only on the same day that the vote on the motion to be reconsidered was taken or at the next meeting; it must be made by a person who voted with the majority in the first vote.

2. Some motions cannot be reconsidered: Motions to adjourn, recess, table, suspend rules, or a previous move to reconsider an action that has been partially acted upon.

3. A motion to reconsider is a privileged motion; the maker can interrupt a speaker and make the motion while other business is on the floor. Debate does not start, however, until work that was on the floor has been completed. For example, "Mr. Chairman I move that we reconsider the vote on Mr. Goldwater's motion." If seconded and passed, the chairman then puts the matter to be reconsidered before the group.

A motion to reconsider is debatable and requires a majority vote. (No question can be reconsidered twice.) If the motion to reconsider passes, the original question is brought before the group for discussion and action.



- B. A Motion to Rescind - a motion to rescind may be made to take back a previous action. Any members may make it. It requires a two-thirds vote.
- C. A Motion to Suspend the Rules - a motion to suspend the rules changes the agenda. It may be made to use meeting time more effectively. Any member may rise and make the motion. It requires a second and needs a two-thirds vote to pass. It is not debatable.
- D. A Motion to Adjourn
1. A motion to adjourn can be made at any time except during a vote or when someone else has the floor. The motion requires a second, it is not debatable and takes only a majority vote.
 2. If it is made before the "planned" end of the meeting, the chairman can ask the maker of the motion to withdraw it for the present. But if not withdrawn, it must be voted upon immediately. If the motion to adjourn is defeated it cannot be renewed until the group has acted upon some other motion or report.

XIX. What Some of the Words Mean

Abstain: not voting for or against a motion.

Adopt: to approve or accept.

Amend: to change a motion by adding, taking away or substituting words.

Appeal: to request change in the chairman's decision

Appoint: to assign a person to a job or position.

By-Laws: rules adopted by a group for running its business.

Caucus: a meeting of leaders of an organization to decide policy and plans.

Chair: the position held by the chairman or leader of the group.

Committee: a small group that studies, takes action, or reports on some matter.

Common Consent: (also Unanimous Consent) - agreement without taking a vote; for example, "If no one objects to the minutes as read, they are accepted by common consent."

Constitution: basic principles of an organization.

Debate: discussion of a motion.

Ex-Officio Member: a person included on a committee by virtue of his position. Example: the group's chairman is usually an ex-officio member of all committees.

<u>Germane:</u>	of the same subject; closely related.
<u>Majority:</u>	more than half of those voting.
<u>Minority:</u>	less than half of those voting.
<u>Minutes:</u>	official record of what happened at a meeting.
<u>Motion:</u>	a proposal that something be done. For example, the chairman may say, "Mr. Smith has made a <u>motion</u> that we adjourn."
<u>Nominate:</u>	to recommend that a person be elected to hold office. (Nominations do not require a second.)
<u>Parliamentary Inquiry:</u>	to ask for information on parliamentary procedure.
<u>Parliamentary Procedure:</u>	a set of rules governing meetings.
<u>Pending:</u>	business that is still before the group.
<u>Point of Order:</u>	is used when a question is pending and a member is talking about another subject. For example, "Mr. Chairman, I rise to a point of order. The amendment just offered is not related to the question being considered."
<u>Previous Question:</u>	when accepted by the group's member it immediately stops discussion and brings the motion to a vote.
<u>Pro-tem:</u>	a temporary appointment.

- Proxy: Permission from another member to vote or act for him. Example: "Mr. Chairman, I'm voting by proxy for Mrs. Jones who is unable to attend."
- Question: the business currently being considered. For example, "Mr. Chairman, I object to consideration of the question of poor attendance by Board Members at recent Board Meetings."
- Quorum: the number of people (members, officials, etc.) that must be present in order to carry on business. Example: the Chairman may say, "With the arrival of Mr. Smith and Mrs. Jones, we now have nine people present; since our quorum is nine, we may begin."
- Rescind: when a group wants to change its mind on an action it has taken, it may vote to rescind (take back) the previous action.
- Resolution: another name for a motion, or policy statement.
- Second: a formal way of permitting discussion on a motion; if there is no second it means that no one but the maker of the motion cares about it.
- Standing Committee: continues from year to year, a permanent committee.
- Special Committee: appointed or elected to handle a specific job; it stops existing as soon as its job is completed.

<u>Sub-Committee:</u>	a smaller committee formed within a committee.
<u>Suspend the Rules:</u>	to set aside the rules of a group in order to become less formal. Example: "Mr. Chairman, I propose that we <u>suspend the rules</u> while we are planning our neighborhood party."
<u>Table:</u>	a way to avoid making a decision on a motion. For example, "Mr. Chairman, I move to <u>table</u> the dues question."
<u>Veto:</u>	to disapprove.

XX. Problem Solving

As a group works with problems all members should be aware of a good problem-solving approach. The following list outlines the steps that should be taken:

1. State and define the problems raised by the group members.
2. Let the group decide on which problem is most important.
3. Get hold of the facts.
4. Suggest several possible solutions.
5. List the good and bad things about the suggested solutions.
Discuss these fully!
6. Decide on a solution.
7. Suggest several possible courses of action.
8. List the good and bad things about the suggested courses of action. Discuss these fully!
9. Decide on a course of action.

LEAGUE LINGO

ACTION: Supporting or opposing legislation or method of operation of any governing body -- local, state, or national. League action is always the outgrowth of previous study and member agreement. State and national boards follow the progress of legislation on which the League has a position. Reports are made to members in the VOTER. State and national board members testify at committee hearings, presenting the Leagues views on such legislation.

ACTION ALERT: Notice that legislative action on a governmental issue on which the League has a position is imminent and member action is needed. This is a time when the League can be most effective.

ANNUAL MEETING: Local conventions at which members adopt program, elect officers, adopt a budget, and revise bylaws when necessary.

BOARD REPORTS: Guides for planning. These reports are sent to local Leagues following each meeting of state and national boards.

BUDGETS: Financial blueprints for League activities on all three levels -- local, state and national. Prepared annually by an appointed committee, submitted to the respective board for approval, then to the membership or delegates for adoption.

BYLAWS: Rules of the organization providing for name, purpose, members, meetings, election of officers, adoption of budget and program, etc. First three articles of all League bylaws at all three levels must conform.

CALENDAR OF WORK: Overall plan to cover program and all other League activities for one year.

CALENDAR PLANNING: A board meeting (usually summer) specifically designated to establish the calendar of work for the next year.

CANDIDATES' MEETING (FORUM): Nonpartisan public meeting where candidates are invited to speak and answer questions.

CONSENSUS: Agreement among a substantial number of members, representatives of the membership as a whole, reached after study and group discussions.

EMERGING CONSENSUS: Trends toward agreement following League study and discussion on program items.

CONVENTIONS: Meetings held biennially (in even-numbered years for LIVUS, in odd-numbered years for LIV-T) where delegates adopt program, elect officers for a two year period, adopt a budget for the coming year, and revise bylaws when deemed necessary.

COUNCILS: State and national meetings held in the interim years from convention. Limited delegate body considers direction for second year of program, adopts a budget for the current year, and transacts such other business as shall be presented.

DISCUSSION UNIT: Small group, of a size which promotes every member discussion on program items, resulting in a consensus when requested.

continued next page

LEAGUE LINGO continued:

FACTS (About LNVUS): National publication that tells what the League is, how it works, and what the League does.

FYI: For your information.

GENERAL MEETING: Meeting at which all members and guests are welcome. Often expanded to include the public.

IN LEAGUE: National publication on League organization -- guide for LL board members.

ITEM: Used to describe a current program topic. For example, the national program topic of Human Resources may be called the "Human Resource item."

LIVELY ISSUES: Ideas or thumbnail sketches of possible subjects for program consideration, prepared for prompting maximum member discussion and participation in the selection process.

MEMBER-AT-LARGE: A member of the LNV-TM. who is not affiliated with a local League. These members reside in areas where no local Leagues exist.

NONPARTISANSHIP: League policy which states, "The League shall not support or oppose any political party or candidate. It does support or oppose governmental issues on which it has a consensus. The League welcomes members of all political parties."

OUTLOOK FOR WORK: Defines the scope and goals of a program item. Establishes a schedule for work from adoption to conclusion.

PER MEMBER PAYMENT: (Effective 1978) Amount of supportive funds to the LNVUS and LNV-T required of a local League for each member on its roster.

POLICY GUIDE/POLICY SHEET: Basic guide on matters of policy. Rules concerning policy which are not set forth in the bylaws. They may be amended by a majority vote of the board and are reviewed annually.

PORTFOLIO: The particular area of responsibility assigned to a board member; e.g., finance, publications, etc.

POSITION: A statement prepared by the appropriate board expressing member agreement (consensus) on a program item. Position wording may be incorporated into a program item.

PRINCIPLES: Governmental principles supported by the League as a whole which gives authority for adoption of local, state, and national program. Leagues may also take action on any of these principles.

PROGRAM: Governmental issues adopted for study and action by members at annual meetings and by delegates to state and national conventions.

PROGRAM MAKING: Detailed procedure for selecting local, state, and national program, designed to insure member control of the choices made.

PURPOSE OF THE LEAGUE: To promote political responsibility through informed and active participation of citizens in government.

continued next page

SUBSCRIPTION SERVICE: Method by which selected League publications may be obtained at regular intervals by members and non-members. See LNVUS and LNV-T publications catalogs for content and cost. Also made available by some local Leagues, either on an optional basis or included in dues.

RECOGNITIONS STANDARDS: Set of standards by which a local League must operate.

TIME FOR ACTION: Another name for state and local action alert.

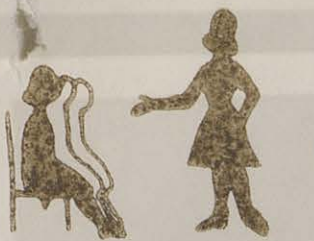
UNIT-AT-LARGE: An organized group of members-at-large (usually 10 or more) which operates under the direct supervision of the state board.

VOTERS: National, state, and local bulletins which regularly keep members informed of League activities. (Names of local bulletins may vary.)

CITIZENS INFORMATION/VOTERS SERVICE: Year around activity to encourage citizens to be politically active. Provides nonpartisan, factual information on candidates and issues, and information about voting, registration, and election procedures.

END

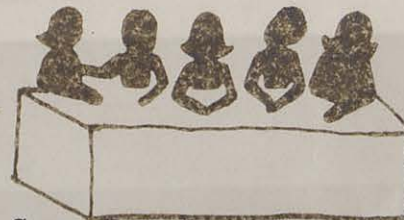




Members indicate interests



Local boards discuss members ideas and make recommendations



State Board receives local league suggestions and draws up a proposed program



State convention delegates discuss proposed program and



ACCEPT IT
OR
AMEND IT
AND
IT BECOMES

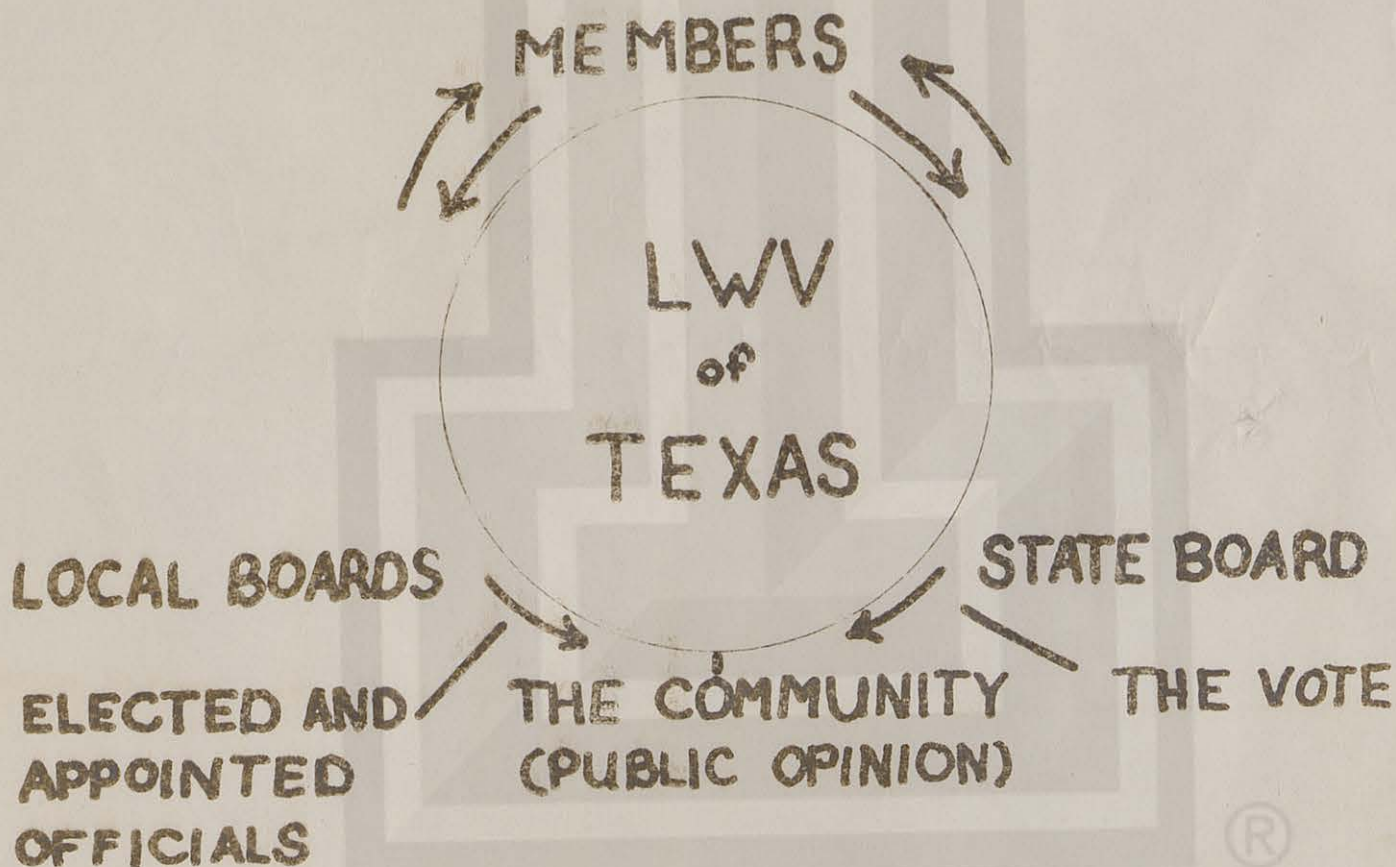
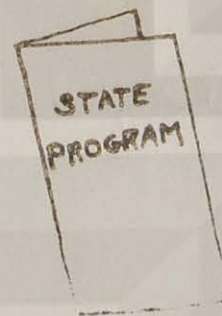


CHART 2: STATE BOARD
Local Boards decide upon areas of member agreement (consensus)

Members discuss pros and cons in small meetings and make recommendations
State Board words consensus and promotes action to achieve goals.

March 24th

To: Betty, Bobette, Helen, Jan, Diana, Liz, Laura, Lucinda Beckys Fumi, Adelyn, Chris
Barbara N. Barbara M., Beth, March Catherine, Marty, SO

From: Meg

Enclosing the PTR game for your comment as changed
PROGRAM WORKSHOP Wednesdaynight, 8:30 - 10:00 We've hit a snag....Margh Catherine says the hotel cannot provide space for four concurrent PTR simulations, nor can we use the Convention Center. Shall we:

- a) Try to do four PTR role playings in one small room?
- b) Try to do one simulation with the delegates not among the 25 participating observing and asking questions after? Jan, you will no doubt want to relate the game to what the current legislative status of PTR is at that point. How about allowing a half-hour for your update and a Q and A period?
- c) Change the workshop plan completely--skip PTR and concentrate on MBO? (Problem: not all the delegates will be at this workshop--think it should be available for all)

I favor proceeding with the PTR role-playing if Jan thinks this will be effective in preparing the delegates for action in that part of the session following convention.

MBO If we plan to put an article in the first convention Voter, touch on the concept during "Presentation of Proposed Program" Tuesday morning, provide a handout for each delegate to read between 8:30 and the 9:00 AM gavel on Thursday morning, have a checklist and plan for all of the discussion leaders and recorders to use in the group discussions on goals, and present the results of these goals discussions on Thursday shortly before adjournment, do all of you think we will have told them enough about MBO? Any other ideas?

PROGRAM DEVELOPMENT BREAKS We've hit another snag....I had forgotten that the lunch on Thursday was in the Water Garden. Also, as you mentioned, Helen, that will be a good time for informal chats with delegates. Therefore, how about ~~culping~~ ^{culping} our lunch, talking and chatting while eating in order that all of us can meet from 1:00PM to 1:30 in some corner of the Convention Center. We could have the report from the "Breaks" following Peggy's MAL contest report to give us more time to get it all together rather than after the Election Committee Report as I had originally suggested. Any objections?

Betty, I haven't found either of the titles on MBO you suggested in the Plano library, but I'll work from Druker and two other I have--plus the chart that Jan got from Pat L. to draft a Voter article, a handout, and a suggested format for the discussion leaders this week. I'll circulate it for comment and suggestions before releasing it to Marty. In addition could all the discussion leaders and recorders plan a meeting to "get out act together"? How about Tuesday in the suite during cocktail hour?

Also, the Plano League will serve lunch to our double board promptly at noon on Friday in order that we can finish by 3 PM. I'm planning to use the patio for the joint board meeting--pray for good weather and no more Lubbock-type winds. If the room assignments in your March 20th memo don't work out I can sleep three more in the cabana comfortably.

Fumi, I think your breakfast discussion for clarification of the wording for unitary primaries is a good idea. Sorry if I contributed to the confusion. I'm enclosing the tear-offs I've received to date from the last board report.

NR Core, please get the copy for the next Environotes issue to me YESTERDAY. Joann has time this next week to get it out. Send any additional names for the mailing list and any appearances (except legislative ones) that you've made when you send me the copy.

Beth, you've really done a ^{super} job getting all the convention details together, and I do plan to come to Frances Nichols Sunday night soiree and drive back to Plano after.

Betty again: Do you want any sort of report at the pre-convention board meeting on the local League annual reports? I have received about 20 of them so far.

Till Fort Worth,

The PTR Game is a simulation of the proceedings of a State Senate Legislative Committee created to draft property tax reform (PTR) legislation. The object of the game is to draft specific proposals for inclusion in a PTR bill. Each player assumes the role of a lobbyist, committee member or staff assistant. Each player is provided a position paper at the start of the game. Creativity is encouraged in the interpretation of roles.

The specific proposals under consideration are: *appraised*

1. Taxable property shall be assessed at full market value.
2. State supervision shall insure equitable and uniform assessment and taxing procedures.
3. Professional training shall be required for tax assessor-collectors.
4. The county tax office shall be the single appraising office within the county.

The first committee session is a hearing on the 4 proposals. The second and third sessions are committee meetings. The second session is a debate and the third session is the vote. Recesses are called between sessions to permit strategy planning and negotiation.

Rules:

1. The committee chairman is in charge of the game. The chairman is the timekeeper. The chairman has discretion in recognizing speakers and in applying parliamentary procedures.
2. Lobbyists may not be recognized to speak in sessions 2 and 3. However, they may use informal means of communication such as whispering and note-passing.
3. Three votes are needed for passage of any proposal. The chairman may vote. It is possible to abstain.
4. A maximum of 2 amendments per proposal may be considered. A vote on a proposed amendment shall precede a vote on the original proposal.

Players:

1. LOBBYISTS: a county tax assessor-collector, a representative of the trucking industry, a representative of the LWV, a homeowner/taxpayer, a big city school superintendent
2. SENATE LEGISLATIVE COMMITTEE MEMBERS: Chairman, East Texas; Senator, large urban area; Senator, mid-size, poor urban area; Senator, suburban area; Senator, Lubbock area

NOTE: If there are more than 10 players, Senators may be assigned staff assistants and lobbying delegations may replace a single lobbyist.

Timetable:

- 15 min. CONVENE: The chairman opens the proceedings and introduces his committee. He reads the proposals under consideration. He then recognizes each lobbyist for a 1 minute statement of position. (The speech may be read or ad-libbed.)
- 10 min. RECESS: All players fill out individual strategy form and begin negotiations.
- 10 min. RECONVENE: The chairman recognizes each senator for a 1 minute statement of position. (The speech may be read or ad-libbed.)
- 15 min. RECESS: All players make strategy revisions, if needed, and continue negotiations.
- 20 min. RECONVENE: The chairman conducts the voting on each proposal, considering only 2 amendments per proposal. Read the final proposals adopted.

Objective: The purpose of this meeting is to prepare the membership for effective participation in League efforts to implement significant property tax reform (PTR) in the 1977 session of the Texas Legislature. Specifically, this meeting will provide a substantive knowledge of PTR and increase understanding of the complex political process to be used in its implementation.

Resource Material: PTR Voter Insert, September 1976; County Government Study, Part II, April 1976, pp. 1-7; Texas Voter, May 1976, p. 3.

Unit Leader: Assign game roles prior to the meeting. Distribute name tags and position papers as members arrive. Ten players are needed; if more are present, expand the game by giving each senator a staff assistant and/or selecting a lobbying delegation rather than a lobby representative. While these extra players will not present a formal position statement, they can be valuable in the negotiating sessions and in the formulation of positions and strategy. Designate a committee member to also serve as committee clerk (recorder).

Resource Person:

15 min. Objective: State the objective in her own words.

Background on PTR:

1. LWV of Texas positions
2. LWV of Dallas positions
3. Peveto Bill, 1975 Legislative Session
4. Outlook, 1977 Legislative Session

The PTR Game: Distribute the PTR Game Plan and discuss it.

Unit Leader:

5 min. Finalize role assignments and allow time for the study of roles.

70 min. Play the PTR Game.

Jan: I think this is a realistic timetable for your consideration - that is about 10 weeks after receiving 1st draft
 April 29, 1971 *BS*

TO: Wackerbath, Baggett, Rosenzweig, S. O. and Program Core People: Anderson, Brasher
 Bremberg, Connor, Fritz, Hunter, Litras with copy for Mrs. John H. Sieber
 FROM: Lancaster
 RE: STATE PROGRAM BROCHURE and STUDY/ACTION BOOKLET

Eloise, thanks bunches for all the data on publishing the State Program Brochure. I have tried to set a time table below, allowing three weeks for printing in order to have the same deadlines for both the Study/Action booklet and the State Program Brochure. Is this reasonable? Since Mary Sieber has already edited much of the S/A booklet I don't think this would require a lot of redoing, except to bring items up to date and include current legislation passed and to include new study items. I think the program people just as soon work on both of these publications at the same time. Anyway, I would like all of your comments on this at State Board. I'm mimeographing this so Program chairmen will have something to start with.

STATE PROGRAM BROCHURE:

Format: tri¹/₂folded 8-1/2 x 11, printed both sides? or flit chart? or other?

Color paper and ink: Black ink on white? Blue ink on white? other?

How many? Eloise suggested 7,500 or 8,000?

STUDY/ACTION BOOKLET: Similar to national's? what changes suggested in format?
 How many?

BLURB: What? Lancaster will prepare suggestions for Baggett, who finalizes?
 How? Voter, Special mailing, Board report other?
 When? August? to go out with DPMs?

PROCEDURE

TIME NEEDED

DATE DUE

1st copy to 3 VPs from Program chairmen	5 weeks	June 23	<i>Sept. 29th</i>
<i>draft to committee</i> VPs comment and review and back to Program chairmen	1 week		<i>Oct. 1</i>
<i>Committee meet in Dallas</i> Revision	1 week		<i>Oct. 18 EDP</i>
2nd copy to 3 VPs from Program chairmen	1 week		<i>22</i>
<i>General Draft</i> Program VP copy to League editor	1 week	July 14	<i>Oct. 27th</i>
<i>OK by Sec of St.</i> Editor edits and confers, when nec. with Program chm.	2 weeks		<i>see state</i>
Editor copy to Wackerbarth		July 28	<i>Nov. 5</i>
Wackerbarth to Printer	4		
Printer proofs to 3 VPs	3 weeks		
Proofs back to Wackerbarth (takes to printer)			<i>Nov. 26</i>
Printing			<i>Dec. 1</i>
Delivery to Dickinson	4	Aug. 18	
DPM	2 weeks		
Orders from Local Leagues filled		Sept. 1	<i>JAN. 1</i>

LWV of Texas
June 1970

TO: State Board
FROM: Jody Boyd
RE: Pre-Board Report
VOTER

*Samples of good
Pre-Boards*

May VOTER Like marriage -- it's "for better for worse" at this point. I would appreciate your constructive criticism and/or suggestions.

Second Class Permit Application has been made for re-entry of our second class mailing permit through the Dickinson Post Office.

Legislative Issue - February, 1971 In accord with the instructions of the Board, arrangements have been made to include a "pull-out" legislative section in the February issue of the VOTER. The section can be either two or four pages. The approximate costs for an expanded VOTER are:

- a. VOTER plus single sheet insert (6 pages total), \$350.00
- b. VOTER plus folded insert (8 pages total), \$450.00

July VOTER - Deadline June 10th Time is of the essence in June. My family and I will be leaving on the 27th (not to return until August 3rd) for our annual hiking trek. It would greatly facilitate the rapid publication of the July issue if you could come to the June Board meeting with your articles prepared. The following assignments were made at the April Board meeting:

1. Ruth Martin
 - a. Lead article -- 45 lines/35 characters.
 - b. Lively Issues -- 420 lines/35 characters (including Timetable)
2. Virginia McKinlay
Texas at national Convention -- 90-110 lines/35 characters plus a couple of good pictures.
3. Veta Winick
Perspective -- 60 lines/35 characters

Approximately 50 lines are still available on the last page. The VOTER Committee would appreciate receiving prepared articles for consideration for use in the remaining space. Possible "goodies" could include:

1. Organization article
2. Area workshops on Leadership Training
3. Exchange of LWV President and TEF Chairman for better coordination of activities
4. Information re how TEF can best be utilized by local Leagues
5. S-LR article to clarify guidelines for local League activity
6. Membership article re "One Winner" in '71
7. Board Training Briefs (Mrs. Clusen's visit)

September VOTER -- Deadline August 10 Articles for the September VOTER will be assigned at the June Board meeting. The suggested content includes all of the above "goodies" that cannot be utilized in July plus:

1. State action on Human Resources
2. Lobby School preliminary
3. New program item introduction (Sept. or Nov.)

(OVER)

September VOTER (Con'd.)

4. Texas Executive Boards and Commissions (Sept. or Nov.)
5. Publications article

Please send your suggestion re advisability for usage and suggested length to me prior to the VOTER Committee meeting, if any of the above articles fall within the scope of your portfolio. Beaucoup thanks. See you in June.

(R)

TO: State Board

FROM: Flosie Wackerbarth

RE: Publications - Local Program
Pre Board for June 1970

LWV of Texas
May 197-

*Sample of
Good Pre-
Board*

Decisions which will be required at the June Board meeting:

1. Shall we reprint HOW TO WRITE YOUR ELECTED OFFICIALS?

If so, how many? Shall we change the format?

2. Shall we reissue any other publications? Which ones?
How many shall we order?

3. Shall we reissue FUN-da-MENTALS? Complete? In sections?
Both ways?

4. Format of new Publications Catalogue.

The committee may also have some additional items to add.

INFORMATION NEEDED:

Titles and brief descriptions of as many as possible of the new publications planned for 1970-71.

List of all out-dated publications which should be deleted from the Catalogue.

All Board members PLEASE check the Catalogue and send to me or be ready with your recommendations. We do not want to include obsolete items. Veta: How do we know how much of a supply of the various items is on hand? Will Ann be able to furnish an estimate?

I have not been exactly inundated with communications from local Leagues re the preferred size for the new Catalogue. I learned today that some of the Standing Orders were received only last week, and because of setting today as the deadline for replies, some who might have expressed an opinion may think it too late to do so. So, we still may have to go it alone in making the decision. Ann did poll her Board, and they prefer the smaller size. If the full page size is selected, they would like the Catalogue to come punched for insertion in notebooks. If any of the rest of you can do a little sleuthing, it will be appreciated.

LOCAL PROGRAM:

To date a program list has been received from only one local League, so preparation of the promised list will have to be deferred. I know of no Board decisions which will be required at the June Board meeting.

®

LWV of Texas
August 1970

To: Program Chairmen
From: Mrs. Ralph Bubis
Re: Program Procedures

This is a general memo setting down some of the answers to questions you've been asking and some of the procedures which might help you with your item. If you have further questions, I shall attempt to answer them or find out the answers for you. Please don't hesitate to ask. Also, we need not necessarily feel bound by what has been done in the past--I hope we all will be innovative. But it is helpful to know our program history as a guideline to us. Let's share together our ideas and questions about programming.

Scheduling your item: Since I was not in on your original meetings and do not know everything you have planned for the year, I need your help. Please put down on a piece of paper your plans for the rest of the year, with due dates if you know them. Put astericks beside anything which will need to go through the office. This will help me know when to expect your materials and will help Veta schedule the office time. Copies of these should go to me and to state office. Please make these as detailed as possible. For instance, if you're planning a kit, what do you plan to put into it, how long will it be approximately, what will it cost, etc? (For costs: Figure 4¢/page for one side, 6¢ for both sides.) Are you doing a F&I (Fact and Issue)? If so, how long do you think it will be? You'll want to go back to check the calendar sent to the League last spring and also the State Program Folder to see if you have included what has been promised to the local Leagues. It might also be a good idea to put this schedule in your notebooks, so that future chairmen can see the planning which went into the year.

Communications: Most of you have been doing a good job of keeping me in touch with what you've been doing. I hope you have also been replying promptly (within a week) to chairmen of your other committees, and that you've been sending carbons of these to the appropriate VP (s). You can check the Board assignment list to see which VP applies. And, of course, state office should receive everything you send. Please keep us informed.

Publications: Material sent to the LLs may be in the form of a Leaders Guide or kit, every member material (usually a F&I), or action materials. We might start thinking in terms of further use of our state VOTER in order to reach members with what is current and also think about sending articles to local Leagues for inclusion in their own VOTERs. (Perhaps we'll have time later on in the year to do some brainstorming about possibilities for information dissemination.) You and your committee will decide what to send, with Board approval. The Board will make these decisions, keeping the total picture in mind, with particular attention to cost and volume. Remember, in developing materials, that a dichotomy exists in the League between those who are interested in studying in depth and becoming experts, and those who want easy to read, easy to absorb materials. The Leaders Guides or extra materials that we send to Resource Chairmen are for the first--the every member materials are for the latter. You may need to repeat facts in F&I which have been expanded upon in the Leaders

(continued)

- 5 -

(continued)

Guides. Don't worry about having to do this. The F&I should stand alone. After all, there will be many who will read the F&I who will not attend the unit meeting to hear the extra material.

Approach the F&I on the basis that the reader has no knowledge of the subject. What does he need to know to make it understandable? If a new study, are all sides presented fairly, with equal emphasis given to the major points? Length of pro/vs. length of con is important--try to make them as equal in length as possible. (This is so, even though the number of arguments vary. Perhaps you can do some expansion on the shorter side.) Since Leagues generally choose program because they believe some problem exists, you will want to determine what problems there might be, and pinpoint some of the alternatives. The technique of asking questions has been a good one in the past. You might check back through some prior F&I to see how this has been done.

In developing every member material, you might want to first do a sketch or outline of what you think should be included, to be circulated to your committee. I think it might save time later on, if this first step is included. It not only gives your committee a chance to help you with the basic design of your study, but will also help fix this in your own mind. After this has been approved, then you will start to write, filling in the facts. Everything you write goes to your committee in draft form. Because we can't sit in a room together to work this out, because we want to preserve the League's image as a dependable place to learn the facts, and because we want to make a special effort to be impartial where a position is not already determined, the writing process generally goes through a number of drafts before the final copy is ready for the printer. Although this must at times seem slow and frustrating, it has always been League procedure, and has worked for the protection of the League. Even on the national Board, F&I go through a number of drafts before they are put into type. For instance, at national convention, the foreign aid chairman said that her last aid draft went through nine revisions. This despite the fact that they have professional staff.

We are fortunate to have Mary Sieber as our editor. Please include her in your carbon routines. After you feel you have come up with your final copy, and your material is going to the GENERAL PUBLIC, Mary Sieber should have a printer-ready copy for editing. She will check facts and put your publication into proper grammatical form. She will give you a chance to comment on her suggestions. You've asked about her editing materials such as the kits or Leaders Guides. This does not need to go to the editor, but if you feel more comfortable about her doing it, and she is willing, there's no reason why she shouldn't edit it for you. Jody Boyd has also said she would help with editing, if she has time, and if you wish. Jody is also an excellent editor and knows League style. Please read your style sheet, incidentally, before you write. This will save the editor time later on.

You should be getting a detailed memo on publishing F&I from Eloise. I hope this will answer some of your questions. If there are other points which are not clear, please don't hesitate to ask Eloise or myself. About printing the F&I, policy has not been clearly delineated as yet. The last administration used a centralized system, with all materials sent to SO for publication by one printer. We have made no decisions about changing this system. Eloise has found a printer in Ft. Worth with very reasonable prices, and we have the Texas City printer. I suggest that, unless you have some strong opinions about the printing procedure, you let Eloise handle this. You will be expected to do the proof reading along with Mary Sieber.

Program Procedures - Mrs. Ralph Bubis (continued)

The item chairman, publications chairman, president, and program VP will determine the number to run, color or no color, etc. As a rule of thumb, Eloise has suggested running 200 of leadership materials (with 150 collated), and 4000 F&I. This is based on ordering experience in the past. If you think there is unusual use for your publication, we can adjust accordingly. Unless a change is recommended, the leaders materials will be sent as follows: two to each League in presidents mailing, one to each state Board member, with order blank for additional copies. F&I go out on Standing Order. Pricing is done by Eloise, depending on the printing cost. You may decide to mimeograph some publicity about the material, including an order form, to be sent out with the initial mailing.

Most of this has concerned study items. If you have an action item, you will need to check your files to see how current are the materials which the LLs have. Is there a need for updating? Do the present political climate, or the interest of the membership, or the current amount of state materials being sent to LLs warrant an updating publication? This will need to be decided by you and your committee. If you feel updating is necessary, or action promotion is desirable, or that any other publication should be put out, you'll need to decide upon format and bring your suggestions to the Board for approval.

Budget: There is money in the budget for you to buy inexpensive publications, for some phone calls, etc. Check the key under the Program Development budget to see what is covered. You don't have to ask permission to use this budget, but please spend sparingly and let me know what you've spent. The budget may seem like a lot of money, but most of it is used to cover the transportation and meal expense of the program core committee meeting in December and other general costs of programming. There may be times when you feel you really need to phone me. May I suggest that you call between 8 and 10 in the evening or on Sunday, when lower rates are in effect. Since you won't be phoning too frequently, perhaps your families won't object. Legislative action is under another budget, and Chris has charge of it. If you have any proposed expenditures under this, please check it out with Chris first. Her budget is slim, and we wouldn't want to spend money that she planned to use for something else.

Action: Plans for action come from the chairman and the committee to the Board as recommendations. Implementation is up to the chairman and her committee, with the help of the president and program VP. If public relations are involved, so is the public relations VP. Halcyon is a professional in this field, and we're fortunate to have her advice. Please spell out to her exactly what you need.

Local Leagues will want to discuss your action ideas at their Board meetings, so whenever possible, you will want to give them at least six weeks notice. I'm not sure that just mentioning it in State Board Report is sufficient. The LL presidents, or maybe DPM, need to have a separate memo. Other than putting something in the State Board Report and the state calendar, I don't recommend sending notifications much more than the six weeks in advance, unless there is a good deal that the local League must do to prepare for this action. Pieces of paper tend to get lost in the shuffle, unless they're immediate.

Action can take many forms, from educating the public to supporting a specific piece of legislation. There are publications in your files which will give you ideas about what to do. Also, as state VOTERS come in with ideas, I'll pass them on to you. You've done a good job in using your imaginations to come up with the new and the different--hope you'll continue to do so.

(continued)

Legislative: Chris will set the guidelines here. At the October Board meeting, she will explain further what your role will be. You will want to work closely with her. During the session, you'll receive copies of bills, which Chris will probably have read only by title. You will write a brief summary (usually three or four lines--see the Legislative Newsletter or refer to your files for format), and whether you recommend action, fyi (for your information), no action, or opposition. Copies of your comments are sent to the legislative chairman, president, and program VP. Chris may also want to designate someone on the Capitol Corps to receive your memos. Your committee is not circularized. You are expected to reply to these bill analyses immediately, by return mail if possible, certainly no later than three days. Bills are also sent to the president and program VP, and their recommendations are returned with yours. Chris then decides on the basis of this information what course of action to recommend. If there is time, she discusses this with her committee at the pre-Board sessions, and then makes specific recommendations for Board approval. If there is no time, the decision will be based on the four recommendations.

While your committee doesn't receive the bills or your analysis, you will want to keep them informed about what is going on. Also, at committee meetings, you will probably want to outline for your committee what has been suggested concerning the bills and ask for their comments. Your committee may make suggestions to the legislative committee concerning your item. If possible, I shall ask Veta to schedule the legislative committee toward the end of the committee meeting time in order that your committee will have a chance to meet first.

You might want to think about keeping good records immediately available as to your recommendations concerning bills. Perhaps a separate notebook or file could be used for this. Things can pop rather fast in Austin in the heat of things, and you may receive a phone call asking for your immediate decision. As you can tell by this, you'll want to be thoroughly familiar with the nuances of your consensus positions. We rarely have the opportunity to have a "pure" bill, and when we do, it sometimes isn't the one which has a chance of passage. We sometimes go toward our goals in baby steps rather than the giant leaps we would like to take. Perhaps you could spend a little time prior to the beginning of the session looking over what your predecessors recommended. You are certainly not bound by anything that happened in the past, as long as our consensus covers the point, but you could at least determine the thinking that went into decisions in the past.

Decisions concerning method of support originate with the legislative chairman; however, you might, in consultation with her, decide upon suggestions for promotion by LLs. You may also be called upon to write testimony for committee hearings.

Study and Action: We have been asked by the convention and state Board to publish a state Study and Action, which will be mimeographed. All of you should have the 1968-70 edition of the national publication in your files. If you don't, please ask Eloise to send you a copy. You'll get a memo from me shortly with an outline for you to follow. Since this should be in LL hands by the opening of the legislature, deadline will probably be no later than the end of October.

Program Planning: The program chairmen make up the program core committee, which is responsible for development of proposed program. The Lively Issues have been done, and LLs have received their first round program report forms. At October Board, we'll spend some time on convention rules and procedures, and our recommendations will go to the October Board meeting. Please read the pre-Board Report.

Program Procedures - Mrs. Ralph Bubis (continued)

carefully and bring it with you. In December (2 & 3 have been tentatively scheduled, we will meet to analyze the first round reports and make our recommendations for proposed program. This then goes to the January Board, who makes the final decision on proposed program. The LLs receive this for second round program making. These second round recommendations will be analyzed by the program core committee at pre-Convention Board meeting, and the committee's recommendations will again go to the Board. What comes out of the January Board meeting is the proposed program which is presented at the Convention.

For convention, the program chairman in the past has been responsible for convention workbook articles on what has been done on her item between conventions (you'll probably want to take notes for this as you go along), suggestions for future study and activities for the item, and also, she will be asked to make a short summary of the item for convention. Your files should contain copies of what was done in the past. It is possible that changes might be made in these procedures, so I shall go into detail about them in the future, when plans are more set; however, I wanted you to be aware that there is a good chance that you'll be asked to do these things in some form, so that you may plan accordingly.

Off-Board Committees: Many of you are using off-Board committees, which I think is all to the good. Would you send me their names and addresses, so I may include them when circularizing your committee? Also, the local Leagues might like to know about them. Your off-Board members should get a list of your committee, including the VP and the president and Mary Sieber, and vice-versa. If you haven't already done so, you might mention to off-Board members the carbon routine and how it works.

I hope this memo has been a help to you in determining program procedures. Please put it in your notebooks and keep for reference.

* * * * *

LEAGUE OF WOMEN VOTERS OF ILLINOIS 5 1976
67 East Madison St., Chicago 60603

3 July, 1976
John

THE HARD QUESTIONS

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

#

August, 1976

THE HARD QUESTIONS
(#2)

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

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

(312) 236-0315

August, 1976

TO: Local League Presidents
Program Chairmen

FROM: Doris Bernstein, Vice President
Program and Action

PART I

Dear Presidents:

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

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

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

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

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

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

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

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

- OVER -

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

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

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

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

We await with great expectations the avalanche of good tidings.

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

(312) 236-0315

PART II

August, 1976

TO: Local League Presidents
Program Chairmen

FROM: Doris Bernstein, Vice President
Program and Action

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

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

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

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

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

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

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

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

#



August, 1976

LEAGUE OF WOMEN VOTERS INFORMATION AND HARD FACTS POOL

Date _____

LWV of _____

Committee/Item _____

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

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

PLEASE USE OTHER SIDE IF NECESSARY.



May 28, 1973

To: Barbara G. and Fumi S. cc: SO
Re: ~~REX~~ Publishing
From: Betty Anderson

We used this time line about two years, and it seemed very workable. Try to allow the state office a month to prepare a leaders guide.

<u>Procedure</u>	<u>Time Needed</u>	<u>Date Due</u>
1st copy to program committee and vicepres. and SO.	5 7 weeks?	<u>7-18</u>
Comment and review and back to Program chairman	1 week	<u>8-15</u> Aug. 13?
2nd copy to Vice president and SO	1 week	<u>8-22</u>
Copy to League editor	1 2 weeks	<u>8-29</u>
Editor edits and confers, when necessary with program chairman	2 weeks	<u>9-5</u>
Editor copy to publishing chairman		<u>9-19</u>
Publishing chrm. to printer Printer proofs to chairman and veep. Proofs back to publishing chrm. Printing Delivery to Dickinson	4 weeks	<u>10-17-72</u>
DPM	2 weeks	
Orders from LL filled		<u>11-1-73</u>

Start with the date you want orders from LL filled and work back up.

Check with Mary Seiber early--to see if she can edit when you need her. If she knows early enough, she can do her other scheduling around it.



3
May 28, 1973

To: Barbara G., Fumi S., Linda A., Betty C., SO
From: Betty Anderson
Re: 1973-74 Budget, H. Educational Activities
I. LWV of Texas Education Fund
1. Program Committee 2,250.00

The adopted budget included \$2,250, which we need to write proposals for educational activities (before we reach consensus or we do not push a support position)

It was my understanding that EQ's \$879 was included in the 2,250. I'll check on that for sure. I am arbitrarily suggesting this distribution for the balance--\$1371.

TCR \$500.00 (TCR also has \$1500 under action)
VR 451.00 (all the study materials would be provided in the first half of the biennium. VR also has \$200 under action)
FSG 320.00 (although this seems a small amount, it might do a 2-pp. Voter supplement and a Leaders Guide. Other materials will be prepared in the 2nd year of the biennium. Most of the \$500.00 under H. II. LWV of Tex. Program can also be used for the new item)
HR 100.00 (this is the figure that may need to be adjusted. Did you want to do HR Newsletters as Genie had done, Linda? How many would you like to do? We can find out how much to budget for each one.)

Let me know if you can or can not live with these figures.

Re: Form for submitting proposals (an example)

REQUEST FOR LEAGUE OF WOMEN VOTERS OF TEXAS EDUCATION FUND SPONSORSHIP

To: LWV of Texas Education Fund
1416 Royal Oaks Drive
Waco, Texas 76710

From: LWV of Texas
address

1. The general nature of the project is research and publication of _____
2. Project Purpose
To explore election law administrative practices and procedures by (a) interpreting the present law, (b) interviewing election officials and (c) monitoring elections.

To inform and involve members of the LWV of Texas and citizens about election election laws

To increase citizen participation in the political process.

Long-term objectives: Continuing identification of obstacles to registering and voting in Texas.

To guarantee the effective exercise of voting rights.

3. Need for Project

A thorough citizen's review of the Texas Election Code has not been undertaken since the LWV study in the early '60s.

In spite of a 1970 federal court order re voting registration procedures in Texas and subsequent passage of a voter registration bill by the Texas Legislature in 1971 to correct them, certain administrative as well as legal application and interpretations of provisions of the code and the new voter registration law can result in difficulties for citizens to register and vote. Identification of these obstacles is essential so that steps can be initiated by interested citizen groups to correct them if the democratic process is to be preserved.

4. Description of Project

Preparation of study materials, including Leader's Guide, Facts and Issues, and Poll Watchers School kit.

September 1971--Rough draft of material completed

January 1972--Distribution to local leagues, members and citizens.

Voting Rights: Research and Publication Project Budget

Committee Expenses

Face to face meeting?	
Transportation	200.00
Meals	20.00
Resource materials	50.00
Telephone Calls	30.00

Leaders Guide

300 copies (approximately 12 pp.)	
printing (includes cover) and	
typing, 48 hours @ \$8.00 per	
hour	384.00

LWV of Texas has been underwriting the expenses of F&I, because we sell them, and can make some money that way.

A 5% overhead charge for TEF must also be figured.

LEAGUE OF WOMEN VOTERS OF TEXAS

DICKINSON PLAZA CENTER

DICKINSON, TEXAS 77539

DPM

June 1970

SUGGESTIONS FOR HANDLING PROGRAM WORKLOAD

Start planning your master calendar early. List all League activities such as Finance Drive, Voters Service, etc., and then determine how many meetings can be given to Program.

Consult State Board Report, Suggested Calendar of Work for 1970-71 and your National Board Report for deadlines and consensus dates. Give major emphasis to local Program.

Plan the essential things you must do in covering these items. Select the things that are basic and plan to cover them first. Add some of the other items if time and womanpower permit.

Use your local VOTER. It is our only contact with every member. Take full advantage of the opportunity it offers. Bring members up-to-date on items that cannot be given meeting time. Include a short bibliography when necessary to allow members to do further reading if they wish to do so.

The State Board Chairman on national Program might be asked to write an article for use in local VOTERS.

Almost any local League has a few former leaders who would be willing to write one article for the VOTER if she were provided with current information.

Some local Leagues are adopting local Program on a two year basis. (this requires a Bylaw change.)

Another suggestion is to change to the single list for Program. This allows more freedom and gives members the opportunity to give direction and indicate how much they want to do on an item.

Plan a special kind of meeting such as a League Day or a Workshop in order to cover a lot of Program in one day. If members know well in advance that such a meeting is planned, they can make the necessary arrangements to attend.

If you have a neighbor League, you might like to get together early in the League year and arrange for each of you to share at least one Program.

A joint Program committee from two Leagues reasonably close together could cut down on womanpower and by combining forces, you could provide very worthwhile meetings.

Encourage your members to buy League publications through local Subscription Service, single copy purchase or you may be able in some instances to provide a copy of a Program publication to every member.

Perhaps you could designate one or two members to receive information on the items you do not have time to cover and ask them to give an occasional briefing to the membership to bring them up-to-date.

(OVER)

Search for inter-relationship in items. Perhaps some local, state or national items are in related fields so a chairman can be responsible for more than one item.

Try the system of having someone responsible for scanning material and being responsible for getting it to the proper person. This can be especially valuable to a busy president and it will be useful in placing the proper tools in the hands of people who need them.

Learn to identify the various types of material. Some materials are basic tools for all members to read. Others are leadership tools intended for those prepared to go into a subject more deeply. Leaders guides and bibliographies suggest what a chairman may study, but she need not read all the sources listed in order to present an effective program.

Watch for starred bibliographies or simplified discussion outlines designed to indicate basic information.

You can have a good discussion meeting using only every-member material plus provocative questions.

Explore the possibility of finding other individuals or groups with a similar interest to work with you on a Program item. Could they help you present a program on a specific topic or could you arrange a joint program?

Keep Meaningful Meetings at your finger tips. Remind Program people to use it. Adapt the suggestions to fit your own League. The central idea in this publication is that resource committees should present members with choices an ordinary citizen can make.

Provide discussion time at all your meetings in order that members may feel that they have participated.

Contact your state Board for help if you need it. Item Chairmen will help with specific suggestions and members of the Organization Committee will help with such things as calendar planning and training.

There has been growing recognition that small Leagues have particular areas of concern that need special attention. Committees have been working at the national level and state Boards are beginning to come up with some answers. Two major developments may prove useful to us as we consider the possibilities:

- 1) It is apparent that everyone rejects a solution which would create second class Leagues doing only limited work. Small Leagues want to participate fully in the life of the wider League.
- 2) Small Leagues are providing ideas and suggestions of great importance to state and national leaders as they strive to improve their services and give actual help to local Leagues.

Resolve to improve communications. Talk to us at any time and any place. The fresh ideas you come up with about adapting Program, your evaluation of techniques already well known to you, your successes and your special needs will be helpful to us. These ideas can be shared with other Leagues and can stimulate the thinking at all levels to provide necessary skills to improve our Program coverage.

* * * * *

LWV of Texas
March 1973

To: Program Chairmen
From: Betty Anderson
Re: Program Procedures

This is a general memo setting down some of the general procedures in working with your program item. Flexibility is the key word in program planning today, but we still need to have an idea of the direction we're going. If you could send me a tentative plan or pert chart with dates (consensus deadlines, availability of study materials, publications deadlines, VOTER story dates, etc.) before Convention it would be most helpful. Assume your item will be adopted at Convention as proposed, if not, we will have a skeleton to work with anyway. Dream a little, be innovative--this will not be the final word; it will be a starting point.

These factors need to be taken into consideration.

I. Timing Aspects

- a. Scheduling office work
Dates for local Leagues
- b. Publications
How and when
VOTER stories
- c. Action

II. Mechanics

- a. Communications network
- b. Budget
- c. Off-board committees

I. a. Scheduling

November 15 was set as the tentative consensus date for land use; national program making will be February 1. A late spring consensus deadline might be all right for election laws or perhaps a fall one would be better. There may be direction on this at convention. If you want material mimeographed for updating, or a study kit, plan when you want it to be distributed. We must be mindful of the total office load, so keep the overall picture in mind.

Local Leagues expect to know when materials will reach them, and we must make every effort to be faithful to our proposed scheduling. So don't be overly optimistic. It takes a long time for research, printing, and distribution.

B. Publications

Materials sent to the local Leagues may be in the form of resource materials, every member material or action materials. If you want a VOTER article, you must think months ahead in order to get board approval and meet printing deadlines.

In a new study, these factors must be given careful consideration:

1. All sides must be presented fairly, with equal emphasis given to major points.
2. Make every attempt to make the length of pro/vs. length of con as equal in length as possible.
3. Determine what problems there might be, and pinpoint some of the alternatives.

Copy for Facts and Issues (August 1970); (2) Mechanics for submitting VOTER copy (February 1971); (3) Suggested Style Sheet from the Organization Handbook, and (4) the Style Switch explained in the February 1973 State Board Report, under the VOTER report.

The item chairman, publications chairman, president, and program VP will determine the number to run, color or no color, etc. Pricing will depend on printing costs. You will want to mimeograph some publicity about the material, including an order form, to be sent out with the initial mailing.

Flip Chart.--Try to have your material for the program flip chart ready by the May Board meeting.

C. Action

Plans for action come from the chairman and the committee to the Board as recommendations. Implementation is up to the chairman and her committee with the help of the president and vice presidents. Local Leagues will want to discuss your action ideas at their board meetings, so whenever possible, you will want to give them at least six weeks notice.

Action comes in all shapes and sizes. First of all, reread pp. 34-38 in the Local League Handbook and the program section in the State Board Handbook. In addition, I suggest you make an "Action" folder which contains:

ACTION, 1972, LWV of US, Publication #161

Guidelines for Local Leagues, Jan. 1972, LWV of Texas

Anatomy of a hearing, LWV-ET publication #108, 1972

Memo, LWV of the US re: Criteria for choosing ~~action~~ priorities, Jan. 24, 1973.

The legislative executive committee is composed of the state president, legislative director, program VP and legislative projects director makes decisions on immediate legislative action after the board has set the priorities.

II. Mechanics

A. Communication Network

The "carbon routine" may not be the most efficient in the world, but it's the best method we've devised with scattered board members and limited financial resources. Include the state office and program VP in all mailings. Try to reply as promptly as humanly possible. Your committee is also included with a carbon, as well as the president of the local League if you are writing a local League member.

It is not necessary to send your board committee copies of your pre-board and post-board reports since they will be receiving them anyway --- later.

B. Budget

If the proposed budget is adopted, money for program chairmen is designated in three different line items:

H. Educational Activities

1. Program Committee

For program items still in the study stages or educational materials, such as citizen information on constitutional revision (This money will have to be raised.)

I. Position Support

1. Publications

Publications for lobbying, position support, consensus, etc. which cannot be funded with deductible money.

2. Action activities

Each of the six program areas has some designated money.

If you must make telephone calls, try to call at a time when rates are lower, such as evenings or weekends.

C. Off-Board Committees

Most active items have found the importance of off-board committees. This may have to be a committee where communication is by carbon routine. Depending on the financial picture the next two years, there may be some money for face-to-face meetings. Otherwise, consider getting together at Council or having a regional committee.

As presented by Bobette Higgins, LWV-T P.R. Vice-President

LWV of Texas
April 16, 1976
State Board
I.S.
Administration
Public Relations

ISSUE: LEAGUE LEADERSHIP--SURVIVAL OF THE FITTEST

At the national LWV convention in Atlanta some years ago, there was a strong push from delegates for the League to study itself. This was in response to feeling on the part of some members that, while the League was a jewel of an organization, we were perhaps not all we could be. The attempt was aborted when the national President, Lucy Benson, banged her gavel smartly and ruled that this was an impossibility since League bylaws stipulate that we confine our study to governmental issues. At this time, there is a new movement in Leagues around the country for a League self-study, and this time, perhaps, some "League-like way" will be found to make such a study possible. The study, to assess the effectiveness of the League as a force for good government, and also to examine its ability to meaningfully serve its members, might prove fruitful.

The national League is well aware of the need for an examination of League structure and is in the process of preparing new material on membership. The state League has also been aware of the need for re-evaluating League structure, most especially the membership aspects. We have had at the state level this year a new committee called Planning and Research, a loosely structured body which has, in fits and starts, attempted to take a free and unencumbered look at the League, and to attempt to think and plan new ways of doing things which might be an improvement over the old.

Before we go into this subject any further, it is appropriate to apuse for some baby- and bath water disclaimers. Because some League members feel it is time we took an objective and dispassionate look at our own organization does not mean that the League is not functioning well, is not growing, is not making significant contributions. Obviously, the League has much going for it. This is made extremely apparent by newer organizations who copy our structure, copy our terminology, copy our causes, both common and uncommon. It is also surely obvious to all of you who, with all the demands on your time and talents, and all of the new opportunities available to women and men today, have chosen the League of Women Voters as being the organization most worthy of your attention and efforts. Therefore it is not the purpose of the proponents for League change to recklessly and witlessly tamper with the structure of an organization which has served so well for so long. Rather, it is an acknowledgement that there are straws in the wind indicating that it is perhaps time for League members to examine our own needs, and those of the various levels of government, and to measure these needs against our organizational structure, with the same thorough, dispassionate thoughtfulness given to our program studies. We need to determine if we are indeed growing, serving, and mattering, to the maximum extent.

Reports from over the nation as well as the state indicate that there is reason for concern. Leagues complain of lack of womenpower to do all the things we attempt, of not enough time, of declining membership, and increasing lack of member participation in League activities. As an example, a local League in Texas expressed great frustration with the recent Administration of Justice consensus questions, saying that they had not nearly enough time "to do them justice". This same criticism accompanies each study we do. Another concern expressed by local Leagues is too little action, too much study. Local Leagues ask for help in interesting the inactive member--the member who, for one reason or another, does not have the time or inclination to accept responsibility for any measure or type of League activity.

The Planning and Research committee on the state board determined that a look at membership was in order. (This paper is largely a result of those free-wheeling committee meetings.) But we soon discovered that it is difficult to consider "membership" in isolation, since so many other factors affect membership. We came up with some ideas, some nebulous hunches, some blue-sky plans. We did not come up with dogma. We offer no pat solutions to problems. We mean to stimulate your creative thoughts, to encourage meaningful and open consideration of change, of fresh ideas. We abjure anarchy, and do not suggest you go home and burn the bylaws, but look with new eyes at old problems.

In considering League membership, the following questions come to mind: What kind of people are League members? Is the League keeping pace with fast changes in the lifestyle of women? Is the League adapting itself to the male member, making him welcome, assuring that our ways are relevant to his needs? Is the League an organization in which is impossible for working people to effectively participate? Do League members feel committed to the purposes of the organization? Should we make greater efforts to attract varying types of people? Have we become a bit insular, narrow, lacking in vision? Is our League structure a help or a hindrance? We don't know the answers, but we are taking a long look at some options.

The League of Women Voters is viewed in different ways by different people. We are all fond of saying that the League is a grass roots organization, that the membership is the guiding force, that we are a member-oriented organization. Yet many members seem to feel cut off from the decision making, or they choose deliberately to isolate themselves for various reasons from League activities. These inactive members seem to believe in League purposes, seem to know who the president is, and that she "runs things". They know there is a large and active board of directors who help the president "run things." (But many members are unable to identify board responsibilities and the people who chair them.) The local League board itself, while honestly believing in the member-directed concept, in actual practice is so preoccupied with the intricate structure and complexities of the League board activities that the member, and the public we all say we serve, are lost in the organizational spaghetti.

And the public, including those governmental bodies with which we are most concerned are viewing us as a flag waving, whip snapping, book-wormish microphone-mad octopus of an organization. Probably all of these views are valid, depending on the perspective from which the League is seen.

There is no question that we are a good organization. The only question is HOW good. And how long will we BE an effective organization. And, can we change to meet changing needs?

Some sober thought needs to be given to the way we work. Do we ask so much of provisional Leagues that they are discouraged from attempting to become full fledged Leagues? Do we study so many items at so many levels, that genuinely effective action is an impossibility? And do we, oh heaven forbid, put up barriers of study, structure and restrictive procedures, so that only intellectual masochists feel comfortable in our midst? Are these the reasons why we are not attracting large numbers of new members, and new Leagues?

If we can fearlessly examine governmental issues, we should also be able to give ourselves an equally fearless look. Here is what we might find.

Large city leagues with a membership of 700 (WHY only 700, why not thousands?) who gain fifty new members in one year, and consider that a triumph. (It is, really?) Or other large city Leagues who lose fifty members in a year, and are anxious. Smaller Leagues who feel constantly inadequate because they cannot cope with all of the

studies and action and voter's service and the endless organizational tatting needed to hold the League doily together. League boards at all levels who tell members, "No, we cannot join the coalition, it is against the rules," or "No, we cannot do...(what-ever it is)...because that's not the League way." Leagues who worry about making waves in the community by taking some controversial action. League board members who spend time poring over bylaws in order to use these, not as a useful tool or guide, but as tactics for power plays.

Now, let's have a look at League activities at the local level as these are frequently carried out, and see how these might affect membership. In the program area, there may be fifteen or more items for study and/or action, with as many committees responsible for these. Large city leagues have more. Small Leagues may have less. Voters service activities, including getting out the Voters Guides, candidates forums, and other similar activities take a big chunk of time and effort. Board , fund-raising, PR work, all occupy much time. We are all used to this process. But many members, for whatever reasons, are never involved, or only on rare occasions. And many people who COULD be, SHOULD be League members never join, and we wonder why.

Now let us look at possible structural changes and procedural arrangements which might alleviate problems and serve members better. Do you suppose it is within the realm of possibility to limit a local League's study and action to, say, three items of their choosing--one at the state level, one at the national level, and one at the local level?

Having bravely wiped out dozens of pet program items, let us now look at the unit structure. The old endless study/action cycle, which seldom leaves much time for action (because having studied and reached consensus we FEEL we have ACTED, when indeed we have not) could perhaps be replaced by a module method. One (or more) modules could continue to function exactly as the old units. Other goal oriented, project oriented modules with single specific purposes could be alternative or concomitant activities, depending on how much time a member wished to give to League, and depending on member interest. Such modules might be organized for the purpose of planning and carrying out a workshop. Or perhaps one module could learn the intricacies of grant applications, and write proposals, and implement these. Perhaps one module would be devoted to achieving a local charter revision. Or to establishing a mobile library. Or to form an environmental coalition. Or to develop a literacy program--WHATEVER COMMUNITY NEEDS AND MEMBER INTEREST AND LEAGUE GUIDELINES DEEM APPROPRIATE. Modules would self-destruct at the completion of the project. Some modules might be very large, others quite small. At times, all League effort might be aimed at a single project deemed by members to be of utmost importance. Thus Leagues could have the freedom to add to the basic structure as many goal-oriented modules as it could successfully accomplish, or to limit itself to only a few. THE MOST IMPORTANT FACTOR OF THIS PROCESS WOULD BE THE ACCEPTANCE, WITHOUT GUILD, OF THE LIMITATIONS OF TIME AND STAMINA. AND THE EQUALLY IMPORTANT FACTOR OF SINGLE PURPOSE ACTIVITIES WHICH WOULD ALLOW AND ENCOURAGE ACTION. NOT FRAGMENT AND DIFFUSE ACTION, TILL NO VICTORIES WERE POSSIBLE.

There are obvious faults with such a program, and obvious gaps. It is difficult to chart new paths. We are so used to "going by the book" that attempts to find new ways can become too iffy, too chancy, so that we become discouraged and return to the old tried-but-no-longer-so-true methods. Working out new systems is nebulous process and especially uncomfortable for people like us who have come to depend on highly structured and specific organizational processes. It is also possible that innovation for the sake of novelty may lead to superficial palliatives rather than solid remedies to problems,. It is also possible that new ways, while seeming attractive at first, may not stand the test of time and will need to be abandoned or modified. So be it.

If we can carefully and realistically simplify the structure of this organization, providing a supportive framework to enable us to carry on the work of the League--if we can add to this framework program and activity modules according to the needs of the

communities and the interests and capacities of the members--then League structure can become the carefully designed and meaningfully exciting organization which will be able to welcome to its midst all of those members whose needs we are not now serving.

League members are fond of saying that we look ahead and anticipate needs far into the future. We are perhaps seeing a future need now--that of a fresh approach to our own organization, in order that it may continue to serve effectively. Let us consider and evaluate this new need and respond appropriately and fearlessly--that it, truly, "the League way."

Now let us look at possible structural changes and procedural improvements which might alleviate problems and serve members better. Do you suppose it is within the realm of possibility to have a local league study and action to, say, three years of their choosing--one at the state level, one at the national level, and one at the local level?

Having bravely wiped out dozens of pet program items, let us now look at the unit structure. The old endless study/action cycle, which seldom leaves much time for action (because having studied and reached consensus we feel we have ACHIEVED, when indeed we have not) could perhaps be replaced by a module method. One (or more) modules could continue to function exactly as the old unit. Other goal oriented, project oriented modules with single specific purposes could be alternative or concomitant activities, depending on how much time a member wished to give to League and depending on member interest. Such modules might be organized for the purpose of planning and carrying out a workshop. Or perhaps one module could learn the intricacies of grant applications, and write proposals, and implement these. Perhaps one module would be devoted to achieving a local chapter revision. Or to establishing a module library. Or to form an environmental coalition. Or to develop a literacy program. WHATEVER COMMUNITY NEEDS AND MEMBER INTEREST AND LEAGUE GUIDELINES DEEM APPROPRIATE. Modules would self-destruct at the completion of the project. Some modules might be very large, others quite small. At times, all League effort might be aimed at a single project deemed by members to be of utmost importance. Thus Leagues could have the freedom to add to the basic structure as many goal-oriented modules as it could successfully accomplish, or to limit itself to only a few. THE MOST IMPORTANT FACTOR OF THIS PROCESS WOULD BE THE ACCEPTANCE, WITHOUT GUILT, OF THE LIMITATIONS OF TIME AND STAFFING. AND THE EQUALLY IMPORTANT FACTOR OF SINGLE PURPOSE ACTIVITIES WHICH WOULD ALLOW AND ENCOURAGE ACTION. NOT FRAGMENT AND DIVERSE ACTION, TILL NO VICTORIES WERE POSSIBLE.

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LWV of Texas
March 1973

CONSENSUS AND THE STATE BOARD

I CONSENSUS

A. What is the nature and purpose of Consensus questions in the League of Women Voters?

1. Concerted League action requires members to be pointed in the same direction and to arrive at a generally accepted point of view at the same time.
2. Questions should be clear to the membership, phrased for usable answers, a yardstick for judgement and a framework for action; objective, flexible enough for future as well as present use and reasonably brief.
3. There should be a relationship between the resource material used and the questions asked. The total number should be manageable.
4. The questions should lead to ACTION.
5. The same criteria should apply to the position statement that develops as a result of consensus.

Whose responsibility is consensus? It's the responsibility of every League member. However, regardless of your portfolio or committee assignment, as a state Board member you have a special role. How is consensus developed, and what is your part in it?

II CONSENSUS BEGINS AT CONVENTION

We adopt focus for an item when we adopt the item itself. Of course, under the single list, state boards also have the option of suggesting further study and consensus on state and national items.

III STATE PROGRAM COMMITTEES BEGIN IMMEDIATELY AFTER CONVENTION

The chairman and her committee decide what to recommend to the board for their items, taking into consideration program planning and convention recommendations, and action possibilities. At this meeting, possible areas for consensus should be explored. The committee will want to look ahead at the entire two-year study.

IV PROGRAM CHAIRMEN PRESENT PLANS FOR THE YEAR AT THE MAY BOARD MEETING

The board considers these recommendations and comes up with a study and consensus plan. (The board will want to look at all program items in the light of woman-power, financing, potential for action, directions from the members, etc.) Deadlines for consensus and for mailing materials to local Leagues are set.

V LOCAL LEAGUES WILL BE NOTIFIED ABOUT PROGRAM FOR THE YEAR

In the May State Board Report, local Leagues are told plans for each item. Consensus deadlines and deadlines to receive materials are put into the State Board Report and the "Guide to Local League Calendar Making." Every member will receive details about the new state program in the next issue of the VOTER.

VI RESEARCH BEGINS

Committees will want to begin research by asking themselves, "What are the problems and what are the alternative solutions?" League members will want to study all sides of an issue, and it is the responsibility of the chairman, her committee, and the state board to provide sufficient materials. These take the form of every member material, VOTER articles, and leadership guides. As research is conducted, the general consensus areas will need to be kept in mind.

VII CONSENSUS QUESTIONS ARE DRAFTED

The program committee initiates consensus questions, WHICH MUST BE APPROVED BY THE BOARD. Consensus questions are not easy to word. However, we know certain do's and don'ts through experience.

1. Consensus questions should, in most cases, call for broad objectives and not be tied to specific pieces of legislation or specific situations. Specific questions sometimes box in League action on future issues.
2. They should be as unbiased and free from emotion as possible.
3. Yes or No questions are not usually desirable. There should be provision for answers in between. They should ask for reasons why.
4. It should be possible to answer the questions on the basis of materials prepared by the state board.
5. Future action should be considered.

VIII THE BOARD APPROVES CONSENSUS QUESTIONS

The chairman submits suggested consensus questions to the board in advance of the board meeting, so that they may be studied. Plan ahead for this. When will the board need to make the decision on the question? Every board member should feel the responsibility toward careful consideration of the questions.

IX CONSENSUS QUESTIONS AND MATERIALS ARE SENT TO LOCAL LEAGUES

There are two schools of thought about when consensus questions should be sent to local Leagues. Some local chairmen find it helpful to have the questions and the materials arrive together. This helps them know where the item is heading, so that they may plan accordingly. The other school says that it is desirable to have local resource chairmen receive materials, react to it, and help the state chairman identify the questions. Perhaps it depends on the item. Some items are more specific, and the questions to be answered are obvious. In this case, they should go with the materials. On a broad item such as constitutional revision or financing state government there may be a need for an overall survey of the present situation before the study is directed into a particular area. In this case, the state chairman may decide not to take consensus during the first year at all.

X LOCAL LEAGUES REACH CONSENSUS AND REPORT BACK TO THE BOARD

They will need report forms for this. The state chairman will send to the office a copy of the report form as she would like to have it go to the local Leagues.

Consensus and the State Board (continued)

The office should be given as much time as possible to type and mimeograph, and mail it. Each local League should receive four report forms--one for their files and three to be returned to state office. Of the three, one goes to the resource chairman, one to the program VP, and one stays at state office. The office will note the postmark on the consensus form returns.

XI THE STATE CHAIRMAN EVALUATES THE CONSENSUS.

In order to determine new consensus positions, the state board needs to have certain information. They need to know how many and which Leagues participated in the consensus (scheduled meetings, reported on time, reported late) and how many members, approximately, took part. The chairman will want to collate official consensus reports and draw up a series of simple topical statements. These should reflect agreement among League members. The number of Leagues which favored each position should accompany each statement. For instance, under the VR item, one of the statements might read, "Voter registration should be open year-round." 28 Leagues, yes; 1 League no; 6 Leagues no opinion. (This would add up to only 35 Leagues, since some Leagues might not report and provisional Leagues are not counted.)

XII EVALUATION IS SENT TO THE PROGRAM COMMITTEE ALONG WITH SUGGESTED CONSENSUS WORDING

The committee looks at these recommendations and helps the chairman formulate consensus statements to present to the board. This is as much a responsibility of the committee as it is of the chairman.

XIII STATE BOARD RECEIVES EVALUATIONS AND SUGGESTED CONSENSUS WORDING

No consensus statement is released until it is approved by the state board.

XIV LOCAL LEAGUES RECEIVE NEW CONSENSUS POSITIONS

Statement should be short and general. A more detailed explanation should be available to local Boards. Public Relations aspects of new positions should be explored with PR VP and committee and board. State Board Report, VOTER, separate mailings, news releases may be used.

XV CHAIRMAN, COMMITTEE, STATE BOARD, LOCAL LEAGUES PREPARE FOR ACTION

National item chairmen may want to present plans to the board either to piggy-back national studies or do state-related studies. The procedure for this is the same as for state items, except that on piggy-backing, we should ask that only one copy of their national consensus be mailed to state office.

* * * * *

OUTLOOK FOR WORK

Local Program

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

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

An OUTLOOK FOR WORK will:

- State the item
- Define the scope
- Set goals
- Suggest methods for study
- Point out possible areas for agreement in line with scope and goals
- Plan for both member and community involvement
- Propose number and kinds of meetings necessary to cover item
- Offer suggestions for type and quantity of materials needed including possible printing
- Estimate time necessary to cover item
- Outline possible legislative action

An OUTLOOK FOR WORK is prepared by a committee prior to annual meeting and is presented with the proposed item in the local VOTER as a part of the Board's explanation for recommending the item.

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

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

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

SUGGESTED GENERAL PROCEDURES FOR LWV PROGRAM CHAIRMAN

Basic reading to help with program planning, study and action:

1. Local League Handbook. You should be familiar with the entire book. pp. 22-38 and p.51 are particularly pertinent.
2. Meaningful Meetings
3. Pages from the organization handbook, FUN-DA-MENTALS. LWV-Texas March 1969
4. Local Policy Sheet.
5. Local Procedure Sheet
6. Excerpts from Mrs. Clusen's speech on Consensus, Sept. 29, 1968.

A. GET ACQUAINTED WITH YOUR SUBJECT

If you are chairing a program already under way you will receive files from the previous chairman (you may have been a committee member and are familiar with the subject.) Familiarize yourself with the general contents of the files. This is well worth your time; otherwise your committee may spend valuable time and effort looking for something you already have. You will also get a clearer idea of what has been done and what direction you should take.

If you are beginning a new program you will start receiving material from the state or national League offices (if it is a local item you will have to develop your own). In the meantime save all relevant news stories, magazine articles, etc. CLIP CLIP CLIP (good idea to paste on paper with subject headings so you can easily refer to all these clippings).

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 instead of History. Although record keeping may be the bane of your existence, it helps others who follow you, helps formulate new program ideas, and gives a history of the League's work in your area, so please:

1. Save all the Unit and Discussion Leaders' forms in a file for yourself and a duplicate for the file in the Office.
2. Both files should also contain your Outlook for Work, your bibliography (you'll make your own if you have a local item; state and national usually send a suggested one) of all resource material used (if possible), of all material sent in the Bulletin or on Subscription Service to members, consensus questions and answers.
3. In addition, the Office file should contain each Unit's consensus report forms with answers.
4. Be sure all consensus questions go in the Bulletin before your meeting, and all answers in the Bulletin after Board approval. (If you have a state or national item, make clear that this is only our League's opinion or sense of the meeting.)
5. In January or February you will receive instructions for making an Annual Report. This is simply a record of your activities and accomplishments for the year.

B. GETTING YOUR RESOURCE COMMITTEE

Work very closely with the Membership Chairman, and Interest File Chairman; they will provide you with names of those who have indicated an interest in the subject. Of course, you will want to invite other League members to join your committee -- just keep the Membership Chairman informed so that members aren't badgered unduly or completely ignored. Try to enlist from 12 to 20 members on a major study item.

After your committee is organized, you are strongly urged to appoint at least one co-chairman to help you with the organizational aspects -- meeting places, calling, minutes, etc.

C. COMMITTEE MEETINGS

You will find that you need to meet at least once a month. Many chairmen prefer a regular meeting day and time. One effective way to begin is to assign reading or other research to committee members. Ask for brief written reports and allow time for committee discussion. Later this material can be incorporated in your background briefing material.

Work with the Board to determine what kind and how many meetings you are responsible for -- (Unit, General, etc.). Consider use of speakers, panels, etc.. Your Program Vice-President is always willing to help and will try to attend your meetings if possible.

Materials for Meetings: On state and national items you will be receiving copies of publications intended for membership study, plus Leaders' Guides. Order sufficient copies for committee members immediately through Publications Chairman. Also, check with the President and Program Vice-President on amount of money budgeted for committee research. Submit itemized vouchers with receipts to Treasurer. (Check with the Program Vice-President before ordering any of these materials for your committee to be sure the money is available.)

Use supplementary materials. Interview local officials (clear first with President). Write other Leagues or interested organizations. Consider use of university as well as the public libraries. Invite informed persons to meet with the committee to give you specialized information or general background.

D. PLANNING YOUR MEETINGS

At least two months in advance you should develop a general plan for your series of meetings, including proposed speakers, publications to be used, any special type of presentation (Outlook for Work). Plans should be worked out in committee with chairman taking initiative. Then present plans to the Board for approval (usually no problem as long as the plan is semi-reasonable).

Requests for publications for Subscription Service mailings should be submitted to the Board as soon as feasible. Check with the President and Publications Chairman on quantity.

Contact speakers. Letter usually goes out over signature of President along with yours. (Use the Office return address; make sure adequate copies are on file, and copies to others as required.) Hospitality Chairman is responsible for arrangements for meeting place, baby-sitting, refreshments, etc. Advise her of special needs, (i.e. tables, microphones, extension cords, etc.). Public Relations Chairman is in charge of publicizing the meeting in the community.

LWV - HOUSTON GENERAL PROCEDURES - PROGRAM CHAIRMAN
July 1970

E. MATERIAL FOR THE BULLETIN

Prepare brief articles for the Bulletin two or three months prior to your program. You might include a brief bibliography, current related news, and other "tidbits" to stimulate interest. (If your item does not have a program this year, contact with the members through the Bulletin is especially important.) Always inform the Bulletin Editor of your committee meeting dates. Likewise, inform the President and the Office.

In the local Bulletin just prior to your program series, provide material covering all pertinent details on speaker, time, place, etc.. Also, include some background material for Unit discussion. It is helpful to include major discussion areas and provocative questions if not a consensus Unit (then you provide the consensus questions).

F. BRIEFING

A briefing meeting is held prior to Unit meetings -- generally the first Friday of the month. The overall purpose is to present a plan for the Unit meeting, to give additional background information, and to focus material so that all Units are at least talking about the same general questions.

It is your responsibility to provide from your committee a resource person for each Unit. Because you know your material well (but others may not), please try to follow these procedures:

1. On your printed instructions to discussion leaders ALWAYS state the PURPOSE of the Unit.
2. Make sure the discussion questions and/or consensus questions follow the purpose.
3. In forming questions, remember the purpose is to stimulate discussion; therefore, they should be provocative, designed to lead from one subject logically into the next, and not answerable by a simple yes or no.
4. At the conclusion of the meeting, the purpose or point of discussion (whether an information-giving Unit, or one which directly leads to action) should be clearly understood by all members. Use of a member as a RECORDER is helpful here, as she can read back her notes, summarize the discussion. Allow time for her summary.
5. It might be helpful if the purpose, discussion and/or consensus questions were on poster board in each Unit. Any audio-visual material is excellent.

G. EVALUATING UNIT MEETINGS

Following the Unit meeting, the Unit Organization Chairman sends you copies of the Recorder's report from each Unit (if you are working with a close deadline you may request resource people to bring reports to you directly from the Unit meetings). Compile a report, by your committee, on areas of agreement, disagreement, and questions raised. Make every effort to get answers to the questions raised.

H. REPORTING TO THE BOARD

Plan to make a monthly report in writing to the Board. Don't let this be too burdensome. The Board is not interested in details, but simply needs to be informed of plans, recommendations, activities. Ask for general direction, but make your own administrative decisions.

LWV-HOUSTON GENERAL PROCEDURES - PROGRAM CHAIRMAN
July 1970

Your Board report on your Program Units will be more comprehensive than your routine monthly reports. (Whenever you have reached consensus you also should have ready at the Board Meeting an article for the Bulletin.)

I. LETTERS

Most of your letter writing will fall into two categories: (1) routine requests for information which you send out over your own signature with two copies to the Office, and (2) letters requesting speakers, comprehensive questionnaires, or explanation of League Program and/or position. This second category should go out over the President's signature (yours may also be included). A good procedure is to draft a letter, send a written copy to the President for her to check; after her approval send a copy to the Office requesting it be sent. Copies should be made for your file, Office file, and in the case of action, for the Legislative Chairman's file.

There is absolutely no intent to censor your correspondence. We have found that this is the best system to keep the President informed. Remember, she is the League's official spokesman.

TIME FOR ACTION: On answering TFA, check with the Legislative Chairman. She has files on all our elected officials and keeps tips on effective lobbying. She is the action expert, use her. Requests for local action campaigns should be discussed with the Legislative Chairman and the President, then by the Board as a whole to coordinate all efforts.

J. OFFICE

You should visit the office at least twice a month to explore the files on your program and check other miscellaneous material kept there.

K. PUBLIC RELATIONS AND SPEAKERS BUREAU

Any ideas for newspaper coverage, radio and TV programs or other public appearances should be cleared through the President and P.R. Chairman (except Speaker's Bureau requests. These, if made directly to you, should be given to the Speaker's Bureau Chairman for her records.)

L. FINANCE

Raising funds is a total Board responsibility. In addition, Off-Board Chairmen are called upon for fund raising. Even though you may be our busiest members, you are also our best informed and therefore our best salesmen.

M. OBSERVERS CORPS

This group observes school board meetings, Commissioners Court, City Council, and H-GAC meetings regularly. A good liason with the Observer Corps Chairman can give you up-to-date information on current items, new approaches to old items, and ideas for future areas of program studies.

ABOVE ALL: HAVE FUN. The League's purpose is to generate enthusiasm and interest among citizens in their government. Their concern with issues which government can solve makes for a more responsive democracy. If you are involved and enjoying it, it will be contagious to all who come in contact with you.

The League of Women Voters of the United States

January 1971

PLANNING PROGRAM: FROM CHOICE THROUGH ACTION

The Annual Reports on the programs of the 1290-plus local Leagues and the 50 state Leagues (and the LWV of Puerto Rico) document the variety of state and local issues that Leagues work on--and the even greater diversity of approaches they bring to these problems. This almost infinite variety is a very sound index of the Leagues' relevance and sensitivity: relevance to the community at every level of government, and their sensitivity to priorities among the array of possible tasks.

On these reports state and local program chairmen have asked for certain kinds of help from the national office. This Committee Guide is the first in a series that will attempt to give this kind of help. Program chairmen, as in the past, may write for more specific information on issues on their League's program. It outlines how Leagues can select Program and offers suggestions about how a Program chairman can help her League move from study and consensus to action.

CHOOSING PROGRAM

Program choice is the first step on the road to action. The choices of studies that members make for their program are themselves a sign of "consensus"; that is, by choosing any given issue, members are saying,

"We believe that a problem which we should study exists here," or

"We think we need to explore this area some more; we need more facts, more alternative solutions than we could find in the past year," or

"We have agreed on the nature of the problem; we have agreed on the general nature of the solution we believe is best;--in short, we have consensus; now we must figure out how to act--how to translate our carefully considered conviction into reality."

Hopefully this Committee Guide will give ideas about how to move each part of your program to its successful next step. State Leagues provide excellent aids in State program making. For both local and state program making, see the LEADERS GUIDE, NATIONAL PROGRAM MAKING, August 1969, #356, 50¢, or the League of Women Voters of Iowa's "Choosing Program" on Vertical Program, published October 1970.

Involving members early.

Leagues which find ways to involve members very early in the program-making process are setting the stage for a good League year. They are ingenious in finding ways to get member suggestions about possible topics for study. They don't depend solely on the usual unit discussions. Many Leagues use the Bulletin to stimulate thinking about the community--a "Lively Issues" approach. Some Leagues ask several members to write Bulletin copy, each describing a different local "lively issue". These members, stimulated by this exercise, enliven program-making discussions at unit and annual meetings.

The League of Women Voters of Illinois announced a Think Tank Day. It invited any member to come on that Day to the state League office to brainstorm on state program. The results appeared in the pre-program-making issue of the Illinois VOTER. Those involved in the Day added spark to discussions on state program in their local Leagues. This idea can be adapted for local program as well.

Keep discussions from bogging down on exact wordings. At this stage, members should explore ideas not semantics. This discussion will reveal what it is that members want to examine about an issue. The final working as the Board presents it should define the proposed study.

Word the program carefully.

If you are to be the resource committee chairman, for the study, you can help members and the board see how the working of an item sets the limits of the study. Urge that topics be worded as simply and directly as possible. (For example, if your title uses Study, don't use Evaluation, too.)

Members may want a broad study: "Study of parks and recreation programs in Springfield" allows consideration of all aspects--facilities, administration, financing, the programs. On the other hand, members may want to approach only one aspect of an issue: "Study of the financing of public schools in Oak Park" limits the study.

Or members may wish to study a number of issues related to schools--for example, the school lunch program, counseling, mental health programs, extra-curricular activities, special education. If a title lists them all, it is cumbersome; what is more, it may preclude the opportunity to study other services. Members might choose to word the study: "Evaluation of special services in the Maplewood Public Schools." This working leaves the League free to examine the need for some special services not presently offered in the Maplewood schools and not envisioned this early in the game.

The appropriate Board approves the final working for the Program it wishes to propose at the annual meeting or convention. However, if there is a committee in charge of program making, it can be of great help by submitting good drafts that encompass in simple language what it has heard the members say they want to study. The recommended program should include the scope--the limits of the study, areas of possible discussion, and possible prospects for action.

MAKING A STUDY

Once a new study is dopted and its scope generally outlined, a resource committee begins to work. The chairman is usually a member of the Board, but in some cases a League might use an off-board chairman. Small Leagues especially may find it easier to recruit a chairman if she is not required to assume full board responsibility. The off-board resource committee chairman attends those board meetings at which "her" part of the Program is discussed; she reports progress of her committee's work, indicates her Bulletin needs, and presents those matters needing board decisions.

Develop a committee.

The chairman recruits a committee by observing early any signs of interest among members. During the program-making process, she or others on the board spot those members in units or at the annual meeting who seemed to have ideas about the

program area. Committees can include members of varying talents, with varying amounts of time to give. In larger Leagues, each unit may ask a member to participate in the local study and represent "her unit."

A member is more likely to join the committee if she feels that there is a special interest in her talents. "I (or Mrs. Jones, who reported it to me) was impressed with what you said during program-making time about the parks in Madison. We'd like to have your ideas and help in planning the new study." Or--"You have such good ideas about organizing materials (or writing, that we'd like you to serve on our committee for the parks study." Recruiting through the bulletin is not likely to be successful; by its tone, such an "ad" may create the impression that filling a committee is very difficult. It might be more profitable to list in the Bulletin those already recruited and say, "We need someone who enjoys meeting and talking to governmental officials to complete our parks committee" (or whatever talent you think you still need).

Women in the community who are not yet members but who have an interest in an issue often join the League to be a part of the committee. The membership chairman with her knowledge of prospective members can be useful in recruiting for this committee.

Tailor tasks to fit members' time and talents. Not every committee member needs limitless time; nor need every member come to every committee meeting. Mrs. Smith, with small children at home, may be able to keep a clipping file or read and annotate references. Mrs. Peters, who teaches school, may be able to attend committee meetings only in the evening. A skillful chairman will work out a jigsaw of assignments, personnel and meetings to get the job done.

Help your committee succeed.

Committee work should be fun as well as educational. The first committee meeting of a new committee may be relatively open, a brain-storming meeting to discuss what the committee ought to know, how to find the facts that units will need for a good discussion, what sources of information there are in the community, who can best help, how to begin.

Then each committee member might choose or be assigned an area to explore or some people to see. At the next meeting everyone will have something to contribute.

A chairman needs to listen carefully, to lead these first few meetings so that each person's ideas are respected, as much as possible of what people propose is accepted and used, and every member feels needed and involved. Such attention to people fosters an esprit de corps.

On the other hand, although an orderly outline for a committee meeting is necessary, a chairman who is inflexible, who is distressed if committee members introduce ideas not outlined in the agenda, turns people off. She may lose her committee; she will certainly stifle creativity.

No one meeting schedule fits every committee, or every League. Some Leagues have committees that meet regularly once a month or even every two weeks, throughout the year, because interest is so high. The key is always: schedule, plan, work with people to reach your goal, not to fit some preconceived outline.

PLANNING THE DISCUSSION MEETINGS

The committee for a given study directs its efforts toward finding all the information possible; sifting out what the member needs to know, in order to discuss alternatives; putting together as objectively as possible alternative solutions or approaches. In the course of this work, the committee comes to know a great deal about the subject. Understandably, every such committee wants everybody--at least everybody in the League--to know as much as it does about the issue.

CONTROL THE URGE to tell everything, explain everything. In preparation for unit discussions, carefully plan a select package of every-member material: printed or mimeographed materials and/or a series of well-written, well-planned Bulleting articles--(See Meaningful Meetings)--the result of restraint and winnowing. Get this material to members early.

In the discussion meetings, once again, **CONTROL THE URGE** to tell everything, explain everything. What should happen is a minimum of talking by the committee, a maximum of discussion by members. To make citizen decisions, members don't need to be experts.

The purposes of a unit discussion are to bring out an exchange of ideas, to hone the sharp edges of differences, to allow areas of agreement to emerge. Members need to leave a unit discussion feeling not only that they know more, but that they have had fun in a lively interchange with neighbors and friends, and that they can discuss with other citizens a subject that matters. If they are overpowered with detail, members will leave the meeting impressed--but inhibited about their own ability to discuss and involve others.

A good discussion leader can help.

With these goals in mind, keep the introduction short--ten minutes at most, to lay out the framework of the discussion.

Use a discussion leader from outside the committee, if you can. A skilled discussion leader can help the committee design questions that activate dialog. And the way you put questions makes a great difference.

For example, if you ask, "How many acres of park land do we have in Hartford?" you have probably killed all discussion. It is unlikely that anyone knows the answer, therefore the committee both asks and answers the questions--and the other members become passive listeners to the experts. But "Do you think we have the proper park facilities to supply the recreation needs of the children in our community?" may get the discussion off and running. The committee will, of course, serve as a resource now and then, to answer a factual question raised in the discussion or to correct (tactfully, of course) major misstatements.

Learn from experience.

If two unit discussions are planned, the first one may give the committee some ideas of what added information is needed, or what information has not made an impact. Perhaps members really don't know, for example, where the parks are, what neighborhoods have little access, what programs are now provided. Maybe for your next meeting, you need a map (perhaps the city offices can supply one) on which you can present details that members want, such as kinds of areas, populations, numbers of children or age groups, types, sizes, and facilities, of parks. Perhaps a go-

see tour of parks and recreation areas is indicated. Pick up cues as you go along.

During almost any discussion, the careful listener (and of course the resource committee members, the recorder, the discussion leader are all listening) can detect certain areas in which agreement has taken place, without a direct question to elicit it. The discussion leader will recapitulate, as she goes along, these tentative agreements. "It seems to me that most of us are saying that there ought to be some small neighborhood parks in the Phillips area. Am I right?" These areas of agreement should be carefully recorded. They may differ among the units. But time can be saved at a later "consensus" meeting: the discussion leader can say, to the appropriate question, "At our last unit meeting, most members seemed to think that the Phillips area needs small neighborhood parks. Do you all agree?" Then those not at an earlier meeting have an opportunity to speak. If they agree, the whole earlier discussion need not be repeated. Summarizing as the discussion evolves is an indispensable tool for the discussion leader;--it brings the discussion back to focus if the group wanders, if someone is dominating the conversation, or if agreement is obvious.

Many times a tight League schedule will allow for only one meeting on a given study. If so, the Bulletin articles and/or every-member materials need especially careful drafting. They must be challenging and provocative, so interestingly written that the member reads--and ponders, and is motivated to come to the meeting.

ARRIVING AT CONSENSUS

If, indeed, your initial planning was fortunate and there are indications of readiness, the time has come to try for consensus in all the areas you think suitable. The questions your committee proposes should be considered by the entire board. These questions are very important. The committee has intensively studied the problems, has a reasonable knowledge of in what areas within the study agreement is possible and what kinds of action may be foreseeable.

The position should be one on which the League can act effectively. Therefore the questions should elicit an expression of agreement on general concepts, not specifics, yet not so bland or general as to be of little value for the board as it considers how to act.

For example, if the study relates to special services in the schools, consensus that the schools should provide more such services is not very useful. On the other hand, agreement that school (a) should have an additional counselor, school (b) an additional librarian, etc., ties the hands of the League should attendance districts be changed or pupils transferred. More useful would be agreement on kinds of services, kinds of programs, general areas of need, kinds of determinations for how services should be allocated. Then the League is in a position to offer constructive testimony, to select alternatives when actual options come before the community.

Analyze consensus reports.

The committee meets, after the consensus meetings, to analyze the reports from the various units (or from the general membership meeting if your League uses it as a consensus meeting) or the single unit meeting of a small League. Some areas of agreement will usually be clear and decisive. On other facets, even though the recorder's reports will not be identical, there may be discernible basic areas of agreement with some disagreement on specifics or tangential areas. The committee phrases what it thinks the members have said and drafts both a simple support (or

opposition) statement (if there is enough agreement to warrant) and the longer statement of position. It presents to the board these tentative drafts and its evidence from the consensus reports for believing that agreement exists.

Word the position wisely.

If agreement is reached in the League in some or all of the areas discussed, the board prepares two things--a short working of the position, and a longer statement of position, outlining in more detail the areas of agreement. Hopefully most board members will have attended unit or membership meetings and therefore will have input into the final working based on their experience and on answers the committee chairman provides for questions they may ask.

For example, following a study of libraries, members have agreed that: a new building is needed in a central location; services, either small neighborhood branches or bookmobilities, are needed to bring books to areas too far away from the central library; there should be better cooperation between the library and the schools, the jail, the hospitals, and other institutions; and the book collection should be much increased.

The simple support position could read: Support of a new central library and expanded library services.

The statement of position, then, would include both the details and the rationale.

Statement of Position.

The members of the League of Women Voters of Brookfield believe that a new centrally located library building is needed in Brookfield. In order to serve all the citizens, books should be available to all. Therefore there should be small neighborhood branch facilities or bookmobiles so that access to library books is in walking distance of any resident.

The book collection should be expanded to meet at least the criteria established for a city the size of Brookfield.

In order to provide reading material for all people in Brookfield, the library should arrange for lending books on an adequate basis to the schools, to people in hospitals, jails, and institutions, so that no one able to read is denied access to books in the public library.

Both the rationale--that the public library is for everyone and therefore its books should be accessible to all--and some of the specifics are included. Yet the wording does not set the number of books, the specific places that branches or main library should be, nor the exact methods of serving institutions. The Board has room to maneuver, to act in support of or opposition to specific proposals.

TAKING ACTION

Involve members early.

Leagues generate considerable enthusiasm during the study and consensus-reaching process because members have had opportunities for input, for taking part in decision making. Too often, between the time consensus is reached and the Board

LWV of Texas
March 1973

To: Program Chairmen
From: Betty Anderson
Re: Program Procedures

This is a general memo setting down some of the general procedures in working with your program item. Flexibility is the key word in program planning today, but we still need to have an idea of the direction we're going. If you could send me a tentative plan or pert chart with dates (consensus deadlines, availability of study materials, publications deadlines, VOTER story dates, etc.) before Convention it would be most helpful. Assume your item will be adopted at Convention as proposed, if not, we will have a skeleton to work with anyway. Dream a little, be innovative--this will not be the final word; it will be a starting point.

These factors need to be taken into consideration.

I. Timing Aspects

II. Mechanics

a. Scheduling office work
Dates for local Leagues

a. Communications network

b. Publications
How and when
VOTER stories

b. Budget

c. Action

c. Off-board committees

I. a. Scheduling

November 15 was set as the tentative consensus date for land use; national program making will be February 1. A late spring consensus deadline might be all right for election laws or perhaps a fall one would be better. There may be direction on this at convention. If you want material mimeographed for updating, or a study kit, plan when you want it to be distributed. We must be mindful of the total office load, so keep the overall picture in mind.

Local Leagues expect to know when materials will reach them, and we must make every effort to be faithful to our proposed scheduling. So don't be overly optimistic. It takes a long time for research, printing, and distribution.

B. Publications

Materials sent to the local Leagues may be in the form of resource materials, every member material or action materials. If you want a VOTER article, you must think months ahead in order to get board approval and meet printing deadlines.

In a new study, these factors must be given careful consideration:

1. All sides must be presented fairly, with equal emphasis given to major points.
2. Make every attempt to make the length of pro/vs. length of con as equal in length as possible.
3. Determine what problems there might be, and pinpoint some of the alternatives.

Copy for Facts and Issues (August 1970); (2) Mechanics for submitting VOTER copy (February 1971); (3) Suggested Style Sheet from the Organization Handbook, and (4) the Style Switch explained in the February 1973 State Board Report, under the VOTER report.

The item chairman, publications chairman, president, and program VP will determine the number to run, color or no color, etc. Pricing will depend on printing costs. You will want to mimeograph some publicity about the material, including an order form, to be sent out with the initial mailing.

Flip Chart.--Try to have your material for the program flip chart ready by the May Board meeting.

C. Action

Plans for action come from the chairman and the committee to the Board as recommendations. Implementation is up to the chairman and her committee with the help of the president and vice presidents. Local Leagues will want to discuss your action ideas at their board meetings, so whenever possible, you will want to give them at least six weeks notice.

Action comes in all shapes and sizes. First of all, reread pp. 34-38 in the Local League Handbook and the program section in the State Board Handbook. In addition, I suggest you make an "Action" folder which contains:

ACTION, 1972, LWV of US, Publication #161

Guidelines for Local Leagues, Jan. 1972, LWV of Texas

Anatomy of a hearing, LWV-EF publication #108, 1972

Memo, LWV of the US re: Criteria for choosing action priorities, Jan. 24, 1973.

The legislative executive committee is composed of the state president, legislative director, program VP and ~~legislative projects director~~ ^{program chairman} makes decisions on immediate legislative action after the board has set the priorities.

II. Mechanics

A. Communication Network

The "carbon routine" may not be the most efficient in the world, but it's the best method we've devised with scattered board members and limited financial resources. Include the state office and program VP in all mailings. Try to reply as promptly as humanly possible. Your committee is also included with a carbon, as well as the president of the local League if you are writing a local League member.

It is not necessary to send your board committee copies of your pre-board and post-board reports since they will be receiving them anyway --- later.

B. Budget

If the proposed budget is adopted, money for program chairmen is designated in three different line items:

H. Educational Activities

1. Program Committee

For program items still in the study stages or educational materials, such as citizen information on constitutional revision (This money will have to be raised.)

I. Position Support

1. Publications

Publications for lobbying, position support, consensus, etc. which cannot be funded with deductible money.

2. Action activities

Each of the six program areas has some designated money.

If you must make telephone calls, try to call at a time when rates are lower, such as evenings or weekends.

C. Off-Board Committees

Most active items have found the importance of off-board committees. This may have to be a committee where communication is by carbon routine. Depending on the financial picture the next two years, there may be some money for face-to-face meetings. Otherwise, consider getting together at Council or having a regional committee.

Jan Willer

A HANDBOOK AND GENERAL GUIDE
FOR RUNNING A MEETING

Mrs. Wydell Bullock
and
Mr. Daniel Safran
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The United Planning Organization is
a recipient of funds from the Office
of Economic Opportunity

Revised Edition, January 1968

LT/Guide 2



P R E F A C E

This handbook was prepared for use by community action staff in assisting community groups. Earlier versions have been used by other staff and by members of Neighborhood Advisory Committees. The general response has been very good.

We developed this guide because of the need to help neighborhood residents to better deal with the problems of participating in formal group meetings. Many of us who have organized blocks and worked in neighborhood centers are aware of the problems as well as the advantages of "maximum feasible participation" of the poor. This Handbook and the staff support that should accompany it could go far to provide neighborhood residents with some of the skills necessary for meaningful participation as members of formal committees and organizations.

During the past eight months we have had the privilege of responding to requests for the Handbook from all fifty states and the Virgin Islands. In every case, and at present, we would appreciate comments and suggestions. Many past suggestions have been incorporated into this edition.

We hope that the Handbook will prove helpful. The meaningful participation of persons who are "experts" in the problems of poverty has provided momentum and creativity to community programs. We would like to see greater involvement by people for whom these programs have been designed. In fact, we believe that without poor people gaining greater control through new skills, the programs would border on being ineffective.

Perhaps this material can contribute to the effective influence of poor people in policy-making bodies.



We are indebted to the AFL-CIO Department of Education whose publication How To Run a Union Meeting served as a basis for this Handbook.

Thanks are also due to those who were good enough to send us their suggestions for improving our last edition.



GROUP PARTICIPATION

Participation is very important in seeing that meetings succeed. Listed below are some suggestions which will help you to get the most out of your groups' meetings. Before reading this Handbook, ask yourself:

Am I a good participant ... or ... a bad participant?

Do I ...

- | | | | | |
|---|--------------------------|----|--|--------------------------|
| suggest new ideas | <input type="checkbox"/> | or | sit and listen? | <input type="checkbox"/> |
| ask questions | <input type="checkbox"/> | or | act afraid to ask questions, fear being wrong even though I don't understand? | <input type="checkbox"/> |
| tell what I know about a topic | <input type="checkbox"/> | or | never give an opinion or contribute to discussions? | <input type="checkbox"/> |
| speak up and give opinions | <input type="checkbox"/> | or | remain silent? | <input type="checkbox"/> |
| focus the group | <input type="checkbox"/> | or | wait for others to do it, letting the group stray off the topic? | <input type="checkbox"/> |
| understand the goals of the meeting and direct my words toward them | <input type="checkbox"/> | or | constantly stray off the topic and avoid responsibility for directing discussion? | <input type="checkbox"/> |
| question the common sense and logic of discussions | <input type="checkbox"/> | or | accept and agree to everything without question? | <input type="checkbox"/> |
| assist in setting up for meetings | <input type="checkbox"/> | or | prefer to be waited on? | <input type="checkbox"/> |
| encourage the group | <input type="checkbox"/> | or | criticize all efforts and achievements of the group, acting like the group isn't doing anything? | <input type="checkbox"/> |



Do I ...

push the group to
work on meaningful
issues

☐

or

stay satisfied with
busy-work?

☐

act like a peace-
maker, try to stop
disagreements from
becoming personal

☐

or

allow friction and ill-
feeling to develop
within the group?

☐

show flexibility
and willingness to
compromise

☐

or

act argumentative
not giving in even
for the sake of the
group?

☐

help others to
participate

☐

or

dominate or allow
others to dominate
the group?

☐

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I. Why Have "Rules" at Meetings?

- A. Every time people do things together they obey certain "rules." Most of the time these are unwritten rules and people go along with them as a matter of custom.
- B. Written or "formal" rules help people to work together better, when the things we have to do get more confusing.
- C. Meetings are gatherings where many people come together to learn, give, get, or share something. We all have different thoughts, feelings, information, and interests. If we could not agree on rules to guide us, it would be very hard for people to work together at meetings and to benefit from their differences.
- D. Rules for meetings should help the group to do its work well and in good time. Rules should protect the rights of group members and help them to express themselves freely.
- E. Rules should not prevent the group from bringing out ideas and making decisions. If meeting rules hold down the group, the rules should be changed.

F. All of the rules may be found in detail in Robert's Rules of Order, available in most libraries. (Robert, Henry Martyn, Rules of Order, Scott Foresman and Co, Glenview, Illinois 1951. Library number 328.1 R641a3 Government section.)

G. Basic Principles

1. One subject is discussed at a time.
2. Each proposal should be freely debated with meaningful discussion.
3. Majority opinion is sought, but the minority should have the right to present its case.
4. Each member has equal rights and responsibilities.
5. The meeting should move along at a rate satisfying to the entire group.

II. What Makes a Good Meeting? You know you are having good meetings when:

- A. the group's goals are advanced;
- B. attendance is regular;
- C. the interests of individual members are furthered;
- D. common values and good feeling for one another are developed.

III. What Officers Can Do to Improve the Meeting.

- A. Start on time.
- B. End on time (Committees can handle details of issues, Reports should be prepared in advance.)

- C. Plan the meeting.
- D. Keep the meeting moving. After a brief discussion, the chairman should ask for a motion. Learn how to cut people short; be fair, be courteous, and be brief.
- E. Check with the membership. Ask from time to time whether they want to change the meeting time, date, or place. Discuss with them what they want from their meetings.

IV. What Members Can Do to Improve the Meeting.

- A. Know the rules of meeting.
- B. Debate the issues, not the persons who present them.
- C. Address the chairman and get recognition before talking.
- D. Ask for information if you are in doubt.
- E. Speak up if you have something to say on an issue.
- F. Assume your share of responsibility for action decided upon by group. (Don't talk "action" and then do nothing!)
- G. Keep yourself informed.

V. Plan the Meeting.

- A. The agenda is the chairman's guide for timing various items of business so that the really important things are not crowded out.

SAMPLE AGENDA

1. Call to Order (Song or Prayer, optional)
2. Roll call of officers or attendance (optional)
3. Minutes of last meeting.

4. Reports;
 - a) Report of Executive Board or Committee
 - b) Report of Financial Secretary or Treasurer
 - c) Committee Reports
5. Correspondence
6. Old Business
7. New Business
8. Announcements
9. Adjourn.

B. A great deal can be accomplished with "common consent."

For example, in dealing with the minutes of the previous meeting, ask, "Are there any corrections? If no corrections minutes will stand as presented."

Don't bother with "motions" if everyone agrees. Use common consent for accepting reports, writing letters, etc. (The purpose is to get to the main events or issues of the meeting.)

VI. What Makes a Good Chairman?

A good chairman is:

- A. aware of rules and procedures in order to meet problems which may come up during the meeting;
- B. familiar with the constitution and by-laws of the group and understands the group's relationship to other organizations;
- C. fair and courteous.

VII. Role of the Chairman

The Chairman should:

- A. keep the meeting moving, keep speakers on the subject;



- B. see that members understand what is going on, which rules apply, and why. (Ask, "Is this clear?" "Do we all understand this?" etc.)
- C. allow a full discussion so that people are clear about the issues. (Always repeat the motion before a vote is taken.)
- D. protect the minority. (Allow someone to speak for the motion, then alternate with someone against it).
- E. serve as a moderator only taking sides to break a tie vote.
 - 1. Each group has to decide whether it wants a "neutral" chairman or a "leader" chairman. If a "neutral" chairman wants to participate in the discussion he should "step down from the chair," letting the Vice Chairman "assume the chair". When the Chairman is finished speaking on an issue, he should assume the chair again. If the group consents, the Chairman does not need to give up the chair when participating in debate. Whichever policy is agreed upon, it should be followed throughout.
 - 2. The position of chairman should not be used to push a particular decision against the will of group members. Decisions should be made after fair and appropriate discussion. The chairman's job is to help the group reach the decision that is best for the group.

VIII. Role of the Vice Chairman

The Vice Chairman:

- A. substitutes for the chairman when he is absent from the chair;
- B. occasionally serves as coordinator of committee activities;
- C. generally assists the chairman, as directed.

IX. Role of the Recording Secretary

The Recording Secretary:

- A. takes minutes of the meeting; prepares them for presentation;
- B. helps the chairman follow the agenda; records and reads the motions when needed;
- C. records all votes taken at the meeting and summarizes all reports in brief but exact wording.

Guide to Writing Minutes

- 1) Keep minutes in a permanent book.
- 2) Leave enough space on sides and between lines for corrections.
- 3) Always include:
 - a. name of group
 - b. kind of meeting (regular, special, etc.)
 - c. time, date, and place of meeting
 - d. name of presiding officer
 - e. name of secretary
 - f. if a small group, the names of those present
- 4) Record all business briefly and without personal comment.
- 5) Record motions in full and include:
 - a. the name of the maker of the motion
 - b. the motion itself
 - c. the action taken



- d. Example: "Mr. Shriver moved that dues be raised from \$.25 to \$.50 cents per person per month. After a brief discussion, the motion was carried."
- 6) Do not include all procedural motions.
- 7) Do include motions that were defeated, points of order and appeals.
- 8) Do not include everything that is said. (You won't be able to, anyway.)
- 9) Write minutes soon after the meeting at which you took your notes.
- 10) Read minutes from the permanent copy; read slowly and clearly enough for people to listen.

X. Role of the Corresponding Secretary

The Corresponding Secretary:

- A. prepares all correspondence for the group;
- B. sees to it that all notices of meetings and all appropriate messages reach members;
- C. keeps file of all correspondence received.

XI. Role of the Treasurer

- A. keeps accurate records; explains finances to members of the organization and, at least once a year, presents a financial statement to membership;
- B. reads the record of expenditures for approval at appropriate meetings;
- C. make use of visual aids where possible.

XII. Committees and Their Reports

- A. Types: Standing Committee - continues from year to year. Special Committee - appointed or elected to handle specific assignments.

B. Most important is an Executive Committee which is responsible for decisions between meetings; it helps to plan meetings and other activities.

C. Committees may be established to deal with special areas of concern of the organization: housing, employment, welfare, etc.

D. Committees at Work:

1. Usually when a committee is selected, one of its members is named chairman. When this is not done, the first named member may act as chairman, or the committee may choose its own chairman. The committee should elect a secretary; if a large committee, elect a vice-chairman.
2. The committee chairman is responsible for guiding the committee and keeping it focused. He sees to it that they meet regularly, that members are notified, and that reports are made on time.
3. There is an advantage to having a committee deal with specific problems. The informality of a small committee makes it possible for the issue to be discussed thoroughly.

E. Preparing and Presenting Committee Reports

1. A report should be as short and as interesting as possible; it is usually given by the committee chairman. Minutes of the Executive Committee should be submitted to the larger group in the form of a written report.

2. Outline of a short committee report:

- a) Names of members of the committee
- b) Main activities - what the committee is doing
- c) Problems and why - successes and why
- d) Specific actions recommended by the committee
- e) Summary

F. Acting on Committee Reports

Acceptance is usually shown by a vote which signifies approval of the report and also adopts its recommendations. (Unanimous consent may be used)

- 1. If a report includes several suggestions or recommendations for action, acceptance or rejection should be handled one point at a time.
- 2. Specific recommendations made by a committee may be amended before acceptance.

G. Minority Reports

- 1. If members of a committee disagree, a minority may oppose adoption of the report or may submit a minority report; usually, the membership should hear the minority report.
- 2. The membership should act on the report of the majority unless a motion is passed to substitute the minority report. If such a motion is passed, discussion proceeds on the minority report. But if the motion is defeated, the membership acts on the majority report.

XIII. Basic Rules of Order - How Ideas and Words get Action

A. How Motions are Made

1. Members address the chair as "Mr. Chairman" or "Madam Chairman". No members should speak unless recognized by the chairman. (Remember, we are talking about "formal" meetings!)
2. An example of a motion: "Mr. Chairman, I move that we give the Mayor a copy of our report on employment in city government."
3. The Chairman restates the motion or says, "A motion has been made and seconded that we give the Mayor a copy of our report on employment in city government."

B. Amendments or Substitute Motions

1. During the discussion, the motion may be unclear or lack general acceptance by the group. At this time, the group can amend the motion or offer a substitute motion. (Either may be offered at any time after the motion has been seconded and before the vote is taken.)
2. Amendments are made to change a motion or include specific information. An amendment should be stated clearly. The section of the motion to which it applies should be identified. For example: "I move that we amend the motion by adding 'and that we

call to his attention the recommendations that all entry level jobs in the Welfare and Health Departments should be opened to persons with experience in community action work, whether or not they have a high school diploma." Amendments may add, subtract or substitute words. Amendments must closely relate to the subject of the motion and should not introduce a new subject or be contrary to the motion. Amendments must be seconded.

3. In any discussion, some people will oppose the amendment and the motion or just consider it poorly worded. It is good for a group to discuss its actions fully even if it must delay voting on the motion. People change their minds and questions get clarified during a good discussion.
4. The group should vote on the amendment and then on the main motion. For example, the chairman should say "All those in favor of the amendment which adds the words, 'and that we call to his attention the recommendation that all entry level jobs in the Welfare and Health Departments should be opened to persons with experience in community action work, whether or not they have a high school diploma', indicate by the usual sign." If an amendment is defeated, another may be made.



5. A substitute motion can replace the original motion if it becomes too complicated. The substitute motion should include changes or suggestions brought out in the discussion or by amendments. A substitute motion can be amended just as though it were the original motion.
6. An amendment to an amendment can only be made once and it requires a second. (It would be more helpful to offer a substitute motion when the point is reached where amendments are being offered to amendments.) After an amendment is seconded, the discussion must take place on the amendment to the amendment. Amendments to amendments, and amendments to the motion must be debated and voted upon step by step in that order. (There cannot be two separate amendments to a motion at one time.) Remember, if there are too many issues being discussed at one time, try to come up with a substitute motion that will be less confusing to the group.

XIV. Voting:

- A. The chairman should read the motion before the actual vote; he then must say "Are you ready for the question?" or "Is there any opposition to taking a vote?" If no one speaks, a vote should be taken.
- B. Voice votes. The chairman may say, "All those in favor of this motion say 'aye'. The opposed, 'no'."

If passed, the chairman may say, "The ayes have it and it is so ordered." If the motion is voted down, the chairman may say, "The no's have it, the motion is defeated."

- C. Members may vote by a show of hands or by standing up. This "standing-up" method is especially appropriate if the chairman cannot be sure whether the motion was passed or not during the voice votes.
- D. Vote by ballot is used for important issues: A ballot makes each vote a matter of record. (A motion to have voting by ballot is not debatable and requires a simple majority.)

IV. How Action takes Place - Summary

- A. An issue is brought before the group.
- B. An individual gets recognition from the chairman and make a motion.
- C. The motion is seconded.
- D. The chairman restates the motion.
- E. There is discussion.
- F. The chairman restates the motion.
- G. Voting follows.
- H. The chairman announces the result.
- I. The group follows through.



XVI. Motions to Help Keep Order

A. Members may raise a point of order to force the chairman to bring discussion back to the subject.

A point of order may also be raised when the by-laws of the organization are being broken. For example, a member stands and says, "Point of order, Mr. Chairman," The chairman should say, "What is your point of order, Mr. Shriver?" At this point the member may state his point: "Mr. Chairman, Mr. Johnson is not talking about the problems of poverty as related to Mr. Clark's motion," or "Mr. Chairman, our by-laws do not permit Mr. Johnson to use our dues for the purposes being described."

1. One may raise a point of order when a "privileged motion" is being considered (such as the time for the next meeting, adjournment, recess, etc.)
2. A member may call the chairman's attention by raising a point of order even though this may interrupt another person who has the floor.
3. The chairman recognizes the member and can accept or reject the point of order by saying, "Point of order is well taken" or "Point of order is not well taken."
4. A point of order should not be raised just to:
 - a. slow down the meeting
 - b. interrupt a speaker

D. Parliamentary Inquiry

The information the questioner is seeking may be related to parliamentary procedure. For example, the questioner may want to know if a motion he is about to make is in order. "Mr. Chairman, is it in order to move that we hold another meeting tomorrow?"

The Chairman's answer can not be appealed. However, a decision that the chairman makes after the motion has been brought up would be subject to appeal.

For example, the chairman may say. "Yes Mr. Mansfield, it is in order." This would not be subject to appeal unless someone then moved to hold another meeting tomorrow. The purpose is to avoid wasting time appealing questions that may never come before the group as motions.

E. Question of Privilege

1. A "point of personal privilege" may be raised to call the attention of the chairman to something which affects the well-being of those present at the meeting. For example, to ask to have the windows opened or closed, to ask a speaker to speak louder, to propose an urgent motion.
2. Questions of privilege are decided by the chairman and are subject to appeal.



c. make a speech

d. criticize the chairman

B. Appealing a Decision of the Chairman

1. If a point of order is not accepted or a member is otherwise ruled out of order, an appeal to the chairman may be made; it requires a second and, after discussion, members decide by majority vote. For example, at the meeting, Mr. Dirksen may say, "Mr. Chairman, I wish to appeal your decision calling Mr. Johnson out of order. The by-laws permit the treasurer to use the dues as he described."
2. On appeals, members can only speak once. The chairman, however, may speak and also may conclude the discussion.

C. Point of Information

1. Members should not address one another during the meeting but should ask the chairman for a point of information. For example, "Point of information, Mr. Chairman." The chairman should ask, "What is your question, Mr. Kennedy?" At this point, the member may ask his question.
2. Since the member is unclear, the chairman should ask the person holding the floor to yield, although this can't be forced. When he yields, the questioner should address his point of information through the chairman and the answer should be made to the chairman.

3. Form: "Mr. Chairman, I rise to a question of privilege; I move that we ask Mr. Kennedy not to bring his children to our meetings." If the chairman accepts, the motion is handled like any ordinary motion. Then the meeting continues. Points of personal privilege are usually accepted by unanimous consent. For example, the chairman may say, "Does anyone object to closing the window?"

XVII. Motions for Unusual Actions

A. Objecting to consideration of a question.

If it is believed that consideration of a particular motion could cause a serious misunderstanding within the group, any member may rise immediately and say, "Mr. Chairman, I object to the consideration of this question." The chairman may reply: "There has been an objection to this question," and then may call for a vote. (No discussion before vote.) If two-thirds of the members vote against considering the question, it cannot be raised again in that meeting.

B. Withdrawing a Motion

If it is felt that it were better not to discuss a motion, a member may ask the chairman to put the question of withdrawing his motion before the group. If no one objects, the motion is withdrawn. If there is an objection, the motion to withdraw must be put to a vote. (It requires no second and cannot be

debated.) It takes a simple majority to approve withdrawing a motion.

C. To Table a Motion

If the group doesn't feel ready to make a decision it may table the question it's dealing with.

1. A motion to "table" postpones or delays action.

(It requires only a majority vote.)

2. While a speaker is talking about a motion, he cannot move to table it. Moreover, he cannot move to table if he has already spoken on the motion and others still desire to speak.

3. When the motion to table is seconded, the chairman must act on it immediately.

4. A motion to table cannot have a time limit. (For example, a motion to table until next meeting is a motion to postpone which is a debatable motion.)

5. Tabled motions can be "removed from the table" if a member requests, but only after some other business has been transacted. This is not debatable and is decided by majority vote.

D. Limit or Extend Debate

1. Motions to limit debate are made in the usual manner and require a second; members may limit debate by setting a time limit for discussion. A motion to limit debate requires a two-thirds majority. (If the motion to limit debate applies

only to the motion being discussed on the floor, it is not debatable. For example, "I move that we spend only ten minutes on Mr. Broyhill's motion." The motion can be debated and amended if the purpose is to establish rules around discussion on all questions coming before the group - such a motion is debatable. For example, "I move that we spend no more than ten minutes on each of the points remaining on our agenda."

2. If members feel debate on a question should be extended after it has been limited, this may be done by a motion to extend debate. (The motion must have a second; it is not debatable.)

E. Move The Previous Question

A motion to call for "the previous question" is a method of stopping debate and forcing a vote. For example: "I move the previous question," or "I move that we close debate and vote on the question."

The motion requires a second and is not debatable; a member may not make such a motion while speaking on the question, or if he has spoken and others who have not, still want the floor. A two-thirds majority is required. If the motion passes, the chairman should call for a vote on the original question.

XVIII. Miscellaneous Motions

A. Motion To Reconsider

1. A motion to reconsider can be made only on the same day that the vote on the motion to be reconsidered was taken or at the next meeting; it must be made by a person who voted with the majority in the first vote.

2. Some motions cannot be reconsidered: Motions to adjourn, recess, table, suspend rules, or a previous move to reconsider an action that has been partially acted upon.

3. A motion to reconsider is a privileged motion; the maker can interrupt a speaker and make the motion while other business is on the floor. Debate does not start, however, until work that was on the floor has been completed. For example, "Mr. Chairman I move that we reconsider the vote on Mr. Goldwater's motion." If seconded and passed, the chairman then puts the matter to be reconsidered before the group.

A motion to reconsider is debatable and requires a majority vote. (No question can be reconsidered twice.) If the motion to reconsider passes, the original question is brought before the group for discussion and action.



- B. A Motion to Rescind - a motion to rescind may be made to take back a previous action. Any members may make it. It requires a two-thirds vote.
- C. A Motion to Suspend the Rules - a motion to suspend the rules changes the agenda. It may be made to use meeting time more effectively. Any member may rise and make the motion. It requires a second and needs a two-thirds vote to pass. It is not debatable.
- D. A Motion to Adjourn
1. A motion to adjourn can be made at any time except during a vote or when someone else has the floor. The motion requires a second, it is not debatable and takes only a majority vote.
 2. If it is made before the "planned" end of the meeting, the chairman can ask the maker of the motion to withdraw it for the present. But if not withdrawn, it must be voted upon immediately. If the motion to adjourn is defeated it cannot be renewed until the group has acted upon some other motion or report.

XIX. What Some of the Words Mean

Abstain: not voting for or against a motion.

Adopt: to approve or accept.

Amend: to change a motion by adding, taking away or substituting words.

Appeal: to request change in the chairman's decision

Appoint: to assign a person to a job or position.

By-Laws: rules adopted by a group for running its business.

Caucus: a meeting of leaders of an organization to decide policy and plans.

Chair: the position held by the chairman or leader of the group.

Committee: a small group that studies, takes action, or reports on some matter.

Common Consent: (also Unanimous Consent) - agreement without taking a vote; for example, "If no one objects to the minutes as read, they are accepted by common consent."

Constitution: basic principles of an organization.

Debate: discussion of a motion.

Ex-Officio Member: a person included on a committee by virtue of his position. Example: the group's chairman is usually an ex-officio member of all committees.



<u>Germane:</u>	of the same subject; closely related.
<u>Majority:</u>	more than half of those voting.
<u>Minority:</u>	less than half of those voting.
<u>Minutes:</u>	official record of what happened at a meeting.
<u>Motion:</u>	a proposal that something be done. For example, the chairman may say, "Mr. Smith has made a <u>motion</u> that we adjourn."
<u>Nominate:</u>	to recommend that a person be elected to hold office. (Nominations do not require a second.)
<u>Parliamentary Inquiry:</u>	to ask for information on parliamentary procedure.
<u>Parliamentary Procedure:</u>	a set of rules governing meetings.
<u>Pending:</u>	business that is still before the group.
<u>Point of Order:</u>	is used when a question is pending and a member is talking about another subject. For example, "Mr. Chairman, I rise to a point of order. The amendment just offered is not related to the question being considered."
<u>Previous Question:</u>	when accepted by the group's member it immediately stops discussion and brings the motion to a vote.
<u>Pro-tem:</u>	a temporary appointment.

Proxy: Permission from another member to vote or act for him. Example: "Mr. Chairman, I'm voting by proxy for Mrs. Jones who is unable to attend."

Question: the business currently being considered. For example, "Mr. Chairman, I object to consideration of the question of poor attendance by Board Members at recent Board Meetings."

Quorum: the number of people (members, officials, etc.) that must be present in order to carry on business. Example: the Chairman may say, "With the arrival of Mr. Smith and Mrs. Jones, we now have nine people present; since our quorum is nine, we may begin."

Rescind: when a group wants to change its mind on an action it has taken, it may vote to rescind (take back) the previous action.

Resolution: another name for a motion, or policy statement.

Second: a formal way of permitting discussion on a motion; if there is no second it means that no one but the maker of the motion cares about it.

Standing Committee: continues from year to year, a permanent committee.

Special Committee: appointed or elected to handle a specific job; it stops existing as soon as its job is completed.

<u>Sub-Committee:</u>	a smaller committee formed within a committee.
<u>Suspend the Rules:</u>	to set aside the rules of a group in order to become less formal. Example: "Mr. Chairman, I propose that we <u>suspend the rules</u> while we are planning our neighborhood party."
<u>Table:</u>	a way to avoid making a decision on a motion. For example, "Mr. Chairman, I move to <u>table</u> the dues question."
<u>Veto:</u>	to disapprove.

XX. Problem Solving

As a group works with problems all members should be aware of a good problem-solving approach. The following list outlines the steps that should be taken:

1. State and define the problems raised by the group members.
2. Let the group decide on which problem is most important.
3. Get hold of the facts.
4. Suggest several possible solutions.
5. List the good and bad things about the suggested solutions.
Discuss these fully!
6. Decide on a solution.
7. Suggest several possible courses of action.
8. List the good and bad things about the suggested courses of action. Discuss these fully!
9. Decide on a course of action.

10. Discuss the possible reactions to the action you chose
11. Develop strategy (or plan) to get what the group wants.
12. Follow through on what you decide; make assignments, set dates, etc.

No group can be expected to follow these (12 steps) exactly. Yet if each step is kept in mind, the group is more likely to do its best in dealing with issues and problems.

Remember, your group is fighting for what it wants. When a group fights it wants to win! If you want your group to win, help it to study the issues, get the facts, select solutions and actions carefully, plan strategy, and follow through!

XXI. Words of Advice

Please note: "Meetings" are simply formal ways of people getting together. (We've been doing it for thousands of years!)

The best rules are those adopted by the whole group.

Don't follow this guide as though it were the "right way" or "only way" to run a meeting. Find the way that the group likes best and follow the procedure with which the group feels most comfortable. Encourage group members and leaders to analyze the procedures used by other groups. Remind the group that the meeting is the means to an end. Of course if you're working with the group that just meets for the sake of getting together, the members may have little need for this Handbook. Regardless of the reasons people have for getting together, however, individuals usually need some assistance in overcoming the barriers and "hang-ups" which prevent the development of their ideas into community action.

LEAGUE LINGO continued:

FACTS (About LNVUS): National publication that tells what the League is, how it works, and what the League does.

FYI: For your information.

GENERAL MEETING: Meeting at which all members and guests are welcome. Often expanded to include the public.

IN LEAGUE: National publication on League **organization** -- guide for LL board members.

ITEM: Used to describe a current program topic. For example, the national program topic of Human Resources may be called the "Human Resource item."

LIVELY ISSUES: Ideas or thumbnail sketches of possible subjects for program **consideration**, prepared for prompting maximum member discussion and participation in the selection process.

MEMBER-AT-LARGE: A member of the LNV-TL who is not affiliated with a local League. These members **reside** in areas where no local Leagues exist.

NONPARTISANSHIP: League policy which states, "The League shall not support or **oppose** any political party or candidate. It does support or oppose governmental issues on which it has a consensus. The League welcomes members of all political parties."

OUTLOOK FOR WORK: Defines the scope and goals of a program item. Establishes a schedule for work from adoption to conclusion.

PER MEMBER PAYMENT: (Effective 1978) Amount of supportive funds to the LNVUS and LNV-T required of a local League for each member on its roster.

POLICY GUIDE/POLICY SHEET: Basic guide on matters of policy. Rules concerning **policy** which are not set forth in the bylaws. They may be amended by a majority vote of the board and are reviewed annually.

PORTFOLIO: The particular area of **responsibility** assigned to a board member; e.g., finance, publications, etc.

POSITION: A statement prepared by the appropriate board expressing member agreement (consensus) on a program item. **Position wording** may be incorporated into a program item.

PRINCIPLES: Governmental principles supported by the League as a whole which gives authority for adoption of local, state, and national program. Leagues may also take action on any of these principles.

PROGRAM: Governmental issues adopted for study and action by members at annual meetings and by delegates to state and national conventions.

PROGRAM MAKING: Detailed procedure for selecting local, state, and national program, designed to insure member control of the choices made.

PURPOSE OF THE LEAGUE: To promote political responsibility through informed and active participation of citizens in government.

continued next page

LEAGUE LINGO

ACTION: Supporting or opposing legislation or method of operation of any governing body -- local, state, or national. League action is always the outgrowth of previous study and member agreement. State and national boards follow the progress of legislation on which the League has a position. Reports are made to members in the VOTER. State and national board members testify at committee hearings, presenting the Leagues views on such legislation.

ACTION ALERT: Notice that legislative action on a governmental issue on which the League has a position is imminent and member action is needed. This is a time when the League can be most effective.

ANNUAL MEETING: Local conventions at which members adopt program, elect officers, adopt a budget, and revise bylaws when necessary.

BOARD REPORTS: Guides for planning. These reports are sent to local Leagues following each meeting of state and national boards.

BUDGETS: Financial blueprints for League activities on all three levels -- local, state and national. Prepared annually by an appointed committee, submitted to the respective board for approval, then to the membership or delegates for adoption.

BYLAWS: Rules of the organization providing for name, purpose, members, meetings, election of officers, adoption of budget and program, etc. First three articles of all League bylaws at all three levels must conform.

CALENDAR OF WORK: Overall plan to cover program and all other League activities for one year.

CALENDAR PLANNING: A board meeting (usually summer) specifically designated to establish the calendar of work for the next year.

CANDIDATES' MEETING (FORUM): Nonpartisan public meeting where candidates are invited to speak and answer questions.

CONSENSUS: Agreement among a substantial number of members, representatives of the membership as a whole, reached after study and group discussions.

EMERGING CONSENSUS: Trends toward agreement following League study and discussion on program items.

CONVENTIONS: Meetings held biennially (in even-numbered years for LIVUS, in odd-numbered years for LIV-T) where delegates adopt program, elect officers for a two year period, adopt a budget for the coming year, and revise bylaws when deemed necessary.

COUNCILS: State and national meetings held in the interim years from convention. Limited delegate body considers direction for second year of program, adopts a budget for the current year, and transacts such other business as shall be presented.

DISCUSSION UNIT: Small group, of a size which promotes every member discussion on program items, resulting in a consensus when requested.

continued next page

SUBSCRIPTION SERVICE: Method by which selected League publications may be obtained at regular intervals by members and non-members. See LIVUS and LWV-T publications catalogs for content and cost. Also made available by some local Leagues, either on an optional basis or included in dues.

RECOGNITIONS STANDARDS: Set of standards by which a local League must operate.

TIME FOR ACTION: Another name for state and local action alert.

UNIT-AT-LARGE: An organized group of members-at-large (usually 10 or more) which operates under the direct supervision of the state board.

VOTERS: National, state, and local bulletins which regularly keep members informed of League activities. (Names of local bulletins may vary.)

CITIZENS INFORMATION/VOTERS SERVICE: Year around activity to encourage citizens to be politically active. Provides nonpartisan, factual information on candidates and issues, and information about voting, registration, and election procedures.

END





Members indicate interests



Local boards discuss members ideas and make recommendations



State Board receives local league suggestions and draws up a proposed program



State convention delegates discuss proposed program and



ACCEPT IT
OR
AMEND IT
AND
IT BECOMES

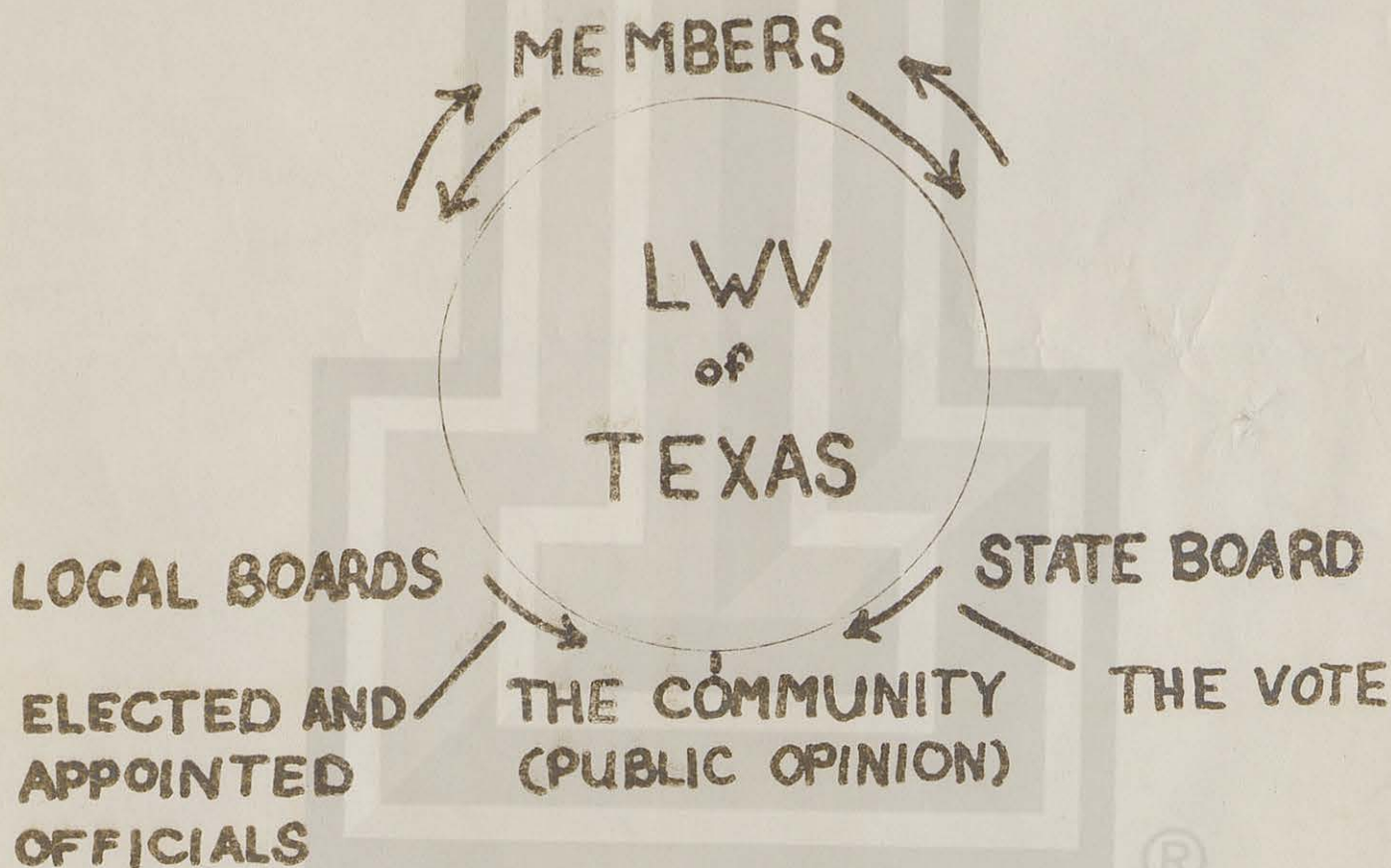
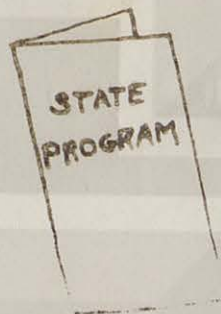


CHART 2: STATE BOARD prepares information
Local Boards decide upon areas of member agreement (consensus)

Members discuss pros and cons in small meetings and make recommendations
State Board words consensus and promotes action to achieve goals.

March 24th

To: Betty, Bobette, Helen, Jan, Diana, Liz, Laura, Lucinda Beckys Fumi, Adelyn, Chris
Barbara N. Barbara M., Beth, March Catherine, Marty, SO

From: Meg

Enclosing the PTR game for your comment, as changed

PROGRAM WORKSHOP Wednesday night, 8:30 - 10:00 We've hit a snag....Margh Catherine says the hotel cannot provide space for four concurrent PTR simulations, nor can we use the Convention Center. Shall we:

- a) Try to do four PTR role playings in one small room?
- b) Try to do one simulation with the delegates not among the 25 participating observing and asking questions after? Jan, you will no doubt want to relate the game to what the current legislative status of PTR is at that point. How about allowing a half-hour for your update and a Q and A period?
- c) Change the workshop plan completely--skip PTR and concentrate on MBO? (Problem: not all the delegates will be at this workshop--think it should be available for all)

I favor proceeding with the PTR role-playing if Jan thinks this will be effective in preparing the delegates for action in that part of the session following convention.

MBO If we plan to put an article in the first convention Voter, touch on the concept during "Presentation of Proposed Program" Tuesday morning, provide a handout for each delegate to read between 8:30 and the 9:00 AM gavel on Thursday morning, have a checklist and plan for all of the discussion leaders and recorders to use in the group discussions on goals, and present the results of these goals discussions on Thursday shortly before adjournment, do all of you think we will have told them enough about MBO? Any other ideas?

PROGRAM DEVELOPMENT BREAKS We've hit another snag....I had forgotten that the lunch on Thursday was in the Water Garden. Also, as you mentioned, Helen, that will be a good time for informal chats with delegates. Therefore, how about gulping our lunch, talking and chatting while eating in order that all of us can meet from 1:00PM to 1:30 in some corner of the Convention Center. We could have the report from the "Breaks" following Peggy's MAL contest report to give us more time to get it all together rather than after the Election Committee Report as I had originally suggested. Any objections?

Betty, I haven't found either 86 the titles on MBO you suggested in the Plano library, but I'll work from Druker and two other I have--plus the chart that Jan got from Pat L. to draft a Voter article, a handout, and a suggested format for the discussion leaders this week. I'll circulate it for comment and suggestions before releasing it to Marty. In addition could all the discussion leaders and recorders plan a meeting to "get out act together"? How about Tuesday in the suite during cocktail hour?

Also, the Plano League will serve lunch to our double board promptly at noon on Friday in order that we can finish by 3 PM. I'm planning to use the patio for the joint board meeting--pray for good weather and no more Lubbock-type winds. If the room assignments in your March 20th memo don't work out I can sleep three more in the cabana comfortably.

Fumi, I think your breakfast discussion for clarification of the wording for unitary primaries is a good idea. Sorry if I contributed to the confusion. I'm enclosing the tear-offs I've received to date from the last board report.

NR Core, please get the copy for the next Environotes issue to me YESTERDAY. Joann has time this next week to get it out. Send any additional names for the mailing list and any appearances (except legislative ones) that you've made when you send me the copy.

Beth, you've really done a ^{super} job getting all the convention details together, and I do plan to come to Frances Nichols Sunday night soiree and drive back to Plano after.

Betty again: Do you want any sort of report at the pre-convention board meeting on the local League annual reports? I have received about 20 of them so far.

Till Fort Worth,

No you want some of the program files before the Thursday retreat on May 18th. If so, let me know. I'm sure I can find some of them ready for you to take.

The PTR Game is a simulation of the proceedings of a State Senate Legislative Committee created to draft property tax reform (PTR) legislation. The object of the game is to draft specific proposals for inclusion in a PTR bill. Each player assumes the role of a lobbyist, committee member or staff assistant. Each player is provided a position paper at the start of the game. Creativity is encouraged in the interpretation of roles.

The specific proposals under consideration are: *appraised*

1. Taxable property shall be assessed at full market value.
2. State supervision shall insure equitable and uniform assessment and taxing procedures.
3. Professional training shall be required for tax assessor-collectors.
4. The county tax office shall be the single appraising office within the county.

The first committee session is a hearing on the 4 proposals. The second and third sessions are committee meetings. The second session is a debate and the third session is the vote. Recesses are called between sessions to permit strategy planning and negotiation.

Rules:

1. The committee chairman is in charge of the game. The chairman is the timekeeper. The chairman has discretion in recognizing speakers and in applying parliamentary procedures.
2. Lobbyists may not be recognized to speak in sessions 2 and 3. However, they may use informal means of communication such as whispering and note-passing.
3. Three votes are needed for passage of any proposal. The chairman may vote. It is possible to abstain.
4. A maximum of 2 amendments per proposal may be considered. A vote on a proposed amendment shall precede a vote on the original proposal.

Players:

1. LOBBYISTS: a county tax assessor-collector, a representative of the trucking industry, a representative of the LWV, a homeowner/taxpayer, a big city school superintendent
2. SENATE LEGISLATIVE COMMITTEE MEMBERS: Chairman, East Texas; Senator, large urban area; Senator, mid-size, poor urban area; Senator, suburban area; Senator, Lubbock area

NOTE: If there are more than 10 players, Senators may be assigned staff assistants and lobbying delegations may replace a single lobbyist.

Timetable:

- 15 min. **CONVENE:** The chairman opens the proceedings and introduces his committee. He reads the proposals under consideration. He then recognizes each lobbyist for a 1 minute statement of position. (The speech may be read or ad-libbed.)
- 10 min. **RECESS:** All players fill out individual strategy form and begin negotiations.
- 10 min. **RECONVENE:** The chairman recognizes each senator for a 1 minute statement of position. (The speech may be read or ad-libbed.)
- 15 min. **RECESS:** All players make strategy revisions, if needed, and continue negotiations.
- 20 min. **RECONVENE:** The chairman conducts the voting on each proposal, considering only 2 amendments per proposal. Read the final proposals adopted.

INDIVIDUAL STRATEGY FORM

Objectives

Potential Allies

Strategy

The PIR Game is a simulation of the proceedings of a State Senate legislative committee to draft a bill (PIR) legislation. The game is to draft specific proposals for inclusion in a PIR bill. Each player assumes the role of a lobbyist, committee member or staff assistant. Each player is provided a position paper at the start of the game. Creativity is encouraged in the interpretation of roles.

- The specific proposals under consideration are:
1. Taxable property shall be assessed at full market value.
 2. State supervision shall insure equitable and uniform assessment and taxing procedures.
 3. Professional training shall be required for tax assessor-collectors.
 4. The county tax office shall be the single appraising office within the county.

The first committee session is a hearing on the 4 proposals. The second and third sessions are committee meetings. The second session is a debate and the third session is the vote. Resolutions are called between sessions to permit strategy planning and negotiation.

Rules:

1. The committee chairman is in charge of the game. The chairman is the timekeeper. The chairman has discretion in recognizing speakers and in applying parliamentary procedures.
2. Lobbyists may not be recognized to speak in sessions 2 and 3. However, they may use informal means of communication such as whispering and note-passing.
3. Three votes are needed for passage of any proposal. The chairman may vote. It is possible to abstain.
4. A maximum of 2 amendments per proposal may be considered. A vote on a proposed amendment shall precede a vote on the original proposal.

Players:

1. LOBBYISTS: a county tax assessor-collector, a representative of the trucking industry, a representative of the LWV, a homeowner/taxpayer, a city school superintendent.
 2. SENATE LEGISLATIVE COMMITTEE MEMBERS: Chairman, East Texas Senator, large urban area; Senator, mid-size, poor urban area; Senator, suburban area; Senator, Lubbock area.
- NOTE: If there are more than 10 players, Senators may be assigned staff assistants and lobbying delegations may replace a single lobbyist.

Timetable:

- 15 min. CONVENING: The chairman opens the proceedings and introduces his committee. He reads the proposals under consideration. He then recognizes each lobbyist for a 1 minute statement of position. (The speech may be read or ad-libbed.)
- 10 min. RECESS: All players fill out individual strategy form and begin negotiations.
- 10 min. RECONVENING: The chairman recognizes each senator for a 1 minute statement of position. (The speech may be read or ad-libbed.)
- 15 min. RECESS: All players make strategy revisions, if needed, and continue negotiations.
- 20 min. RECONVENING: The chairman conducts the voting on each proposal, considering only 2 amendments per proposal. Read the final proposals adopted.

Objective: The purpose of this meeting is to prepare the membership for effective participation in League efforts to implement significant property tax reform (PTR) in the 1977 session of the Texas Legislature. Specifically, this meeting will provide a substantive knowledge of PTR and increase understanding of the complex political process to be used in its implementation.

Resource Material: PTR Voter Insert, September 1976; County Government Study, Part II, April 1976, pp. 1-7; Texas Voter, May 1976, p. 3.

Unit Leader: Assign game roles prior to the meeting. Distribute name tags and position papers as members arrive. Ten players are needed; if more are present, expand the game by giving each senator a staff assistant and/or selecting a lobbying delegation rather than a lobby representative. While these extra players will not present a formal position statement, they can be valuable in the negotiating sessions and in the formulation of positions and strategy. Designate a committee member to also serve as committee clerk (recorder).

Resource Person:

15 min. Objective: State the objective in her own words.

Background on PTR:

1. LWV of Texas positions
2. LWV of Dallas positions
3. Peveto Bill, 1975 Legislative Session
4. Outlook, 1977 Legislative Session

The PTR Game: Distribute the PTR Game Plan and discuss it.

Unit Leader:

5 min. Finalize role assignments and allow time for the study of roles.

70 min. Play the PTR Game.

Jan: I think this is a realistic timetable for your consideration - that is about 10 weeks after receiving 1st draft
 April 29, 1971 *BH.*

TO: Wackerbath, Baggett, Rosenzweig, S. O. and Program Core People: Anderson, Brasher
 Bremberg, Connor, Fritz, Hunter, Litras with copy for Mrs. John H. Sieber
 FROM: Lancaster
 RE: STATE PROGRAM BROCHURE and STUDY/ACTION BOOKLET

Eloise, thanks bunches for all the data on publishing the State Program Brochure. I have tried to set a time table below, allowing three weeks for printing in order to have the same deadlines for both the Study/Action booklet and the State Program Brochure. Is this reasonable? Since Mary Sieber has already edited much of the S/A booklet I don't think this would require a lot of redoing, except to bring items up to date and include current legislation passed and to include new study items. I think the program people just as soon work on both of these publications at the same time. Anyway, I would like all of your comments on this at State Board. I'm mimeographing this so Program chairmen will have something to start with.

STATE PROGRAM BROCHURE:

Format: tri-folded 8-1/2 x 11, printed both sides? or flit chart? or other?

Color paper and ink: Black ink on white? Blue ink on white? other?

How many? Eloise suggested 7,500 or 8,000?

STUDY/ACTION BOOKLET: Similar to national's? what changes suggested in format?
 How many?

BLURB: What? Lancaster will prepare suggestions for Baggett, who finalizes?
 How? Voter, Special mailing, Board report other?
 When? August? to go out with DPMs?

PROCEDURE

TIME NEEDED

DATE DUE

1st copy to 3 VPs from Program chairmen	5 weeks	June 23	<i>Sept. 24th</i>
<i>Committee met in Dallas</i> VPs comment and review and back to Program chairmen	1 week		<i>Oct. 1</i>
<i>Revision</i> 2nd copy to 3 VPs from Program chairmen	1 week		<i>18 EDP</i>
<i>Final Draft</i> Program VP copy to League editor	1 week	July 14	<i>Oct. 27th</i>
<i>OK by Sec of St.</i> Editor edits and confers, when nec. with Program chm.	2 weeks		<i>See state</i>
Editor copy to Wackerbarth		July 28	<i>Nov. 5</i>
Wackerbarth to Printer	<i>4</i> 3 weeks		
Printer proofs to 3 VPs			
Proofs back to Wackerbarth (takes to printer)			
Printing			
Delivery to Dickinson	<i>4</i>	Aug. 18	<i>Nov. 26</i> <i>Dec. 1</i>
DPM	2 weeks		
Orders from Local Leagues filled		Sept. 1	<i>JAN. 1</i>

LWV of Texas
June 1970

TO: State Board
FROM: Jody Boyd
RE: Pre-Board Report
VOTER

*Samples of good
Pre-Boards*

May VOTER Like marriage -- it's "for better for worse" at this point. I would appreciate your constructive criticism and/or suggestions.

Second Class Permit Application has been made for re-entry of our second class mailing permit through the Dickinson Post Office.

Legislative Issue - February, 1971 In accord with the instructions of the Board, arrangements have been made to include a "pull-out" legislative section in the February issue of the VOTER. The section can be either two or four pages. The approximate costs for an expanded VOTER are:

- a. VOTER plus single sheet insert (6 pages total), \$350.00
- b. VOTER plus folded insert (8 pages total), \$450.00

July VOTER - Deadline June 10th Time is of the essence in June. My family and I will be leaving on the 27th (not to return until August 3rd) for our annual hiking trek. It would greatly facilitate the rapid publication of the July issue if you could come to the June Board meeting with your articles prepared. The following assignments were made at the April Board meeting:

1. Ruth Martin
 - a. Lead article -- 45 lines/35 characters.
 - b. Lively Issues -- 420 lines/35 characters (including Timetable)
2. Virginia McKinlay
Texas at national Convention -- 90-110 lines/35 characters plus a couple of good pictures.
3. Veta Winick
Perspective -- 60 lines/35 characters

Approximately 50 lines are still available on the last page. The VOTER Committee would appreciate receiving prepared articles for consideration for use in the remaining space. Possible "goodies" could include:

1. Organization article
2. Area workshops on Leadership Training
3. Exchange of LWV President and TEF Chairman for better coordination of activities
4. Information re how TEF can best be utilized by local Leagues
5. S-LR article to clarify guidelines for local League activity
6. Membership article re "One Winner" in '71
7. Board Training Briefs (Mrs. Clusen's visit)

September VOTER -- Deadline August 10 Articles for the September VOTER will be assigned at the June Board meeting. The suggested content includes all of the above "goodies" that cannot be utilized in July plus:

1. State action on Human Resources
2. Lobby School preliminary
3. New program item introduction (Sept. or Nov.)

(OVER)

КТО ОН?

TO: State Board

FROM: Flosie Wackerbarth

RE: Publications - Local Program
Pre Board for June 1970

LWV of Texas
May 197-

*Sample of
Good Pre-
Board*

Decisions which will be required at the June Board meeting:

1. Shall we reprint HOW TO WRITE YOUR ELECTED OFFICIALS?

If so, how many? Shall we change the format?

2. Shall we reissue any other publications? Which ones?
How many shall we order?

3. Shall we reissue FUN-da-MENTALS? Complete? In sections?
Both ways?

4. Format of new Publications Catalogue.

The committee may also have some additional items to add.

INFORMATION NEEDED:

Titles and brief descriptions of as many as possible of the new publications planned for 1970-71.

List of all out-dated publications which should be deleted from the Catalogue.

All Board members PLEASE check the Catalogue and send to me or be ready with your recommendations. We do not want to include obsolete items. Veta: How do we know how much of a supply of the various items is on hand? Will Ann be able to furnish an estimate?

I have not been exactly inundated with communications from local Leagues re the preferred size for the new Catalogue. I learned today that some of the Standing Orders were received only last week, and because of setting today as the deadline for replies, some who might have expressed an opinion may think it too late to do so. So, we still may have to go it alone in making the decision. Ann did poll her Board, and they prefer the smaller size. If the full page size is selected, they would like the Catalogue to come punched for insertion in notebooks. If any of the rest of you can do a little sleuthing, it will be appreciated.

LOCAL PROGRAM:

To date a program list has been received from only one local League, so preparation of the promised list will have to be deferred. I know of no Board decisions which will be required at the June Board meeting.

®

LWV of Texas
August 1970

To: Program Chairmen
From: Mrs. Ralph Bubis
Re: Program Procedures

This is a general memo setting down some of the answers to questions you've been asking and some of the procedures which might help you with your item. If you have further questions, I shall attempt to answer them or find out the answers for you. Please don't hesitate to ask. Also, we need not necessarily feel bound by what has been done in the past--I hope we all will be innovative. But it is helpful to know our program history as a guideline to us. Let's share together our ideas and questions about programming.

Scheduling your item: Since I was not in on your original meetings and do not know everything you have planned for the year, I need your help. Please put down on a piece of paper your plans for the rest of the year, with due dates if you know them. Put astericks beside anything which will need to go through the office. This will help me know when to expect your materials and will help Veta schedule the office time. Copies of these should go to me and to state office. Please make these as detailed as possible. For instance, if you're planning a kit, what do you plan to put into it, how long will it be approximately, what will it cost, etc? (For costs: Figure 4¢/page for one side, 6¢ for both sides.) Are you doing a F&I (Fact and Issue)? If so, how long do you think it will be? You'll want to go back to check the calendar sent to the League last spring and also the State Program Folder to see if you have included what has been promised to the local Leagues. It might also be a good idea to put this schedule in your notebooks, so that future chairmen can see the planning which went into the year.

Communications: Most of you have been doing a good job of keeping me in touch with what you've been doing. I hope you have also been replying promptly (within a week) to chairmen of your other committees, and that you've been sending carbons of these to the appropriate VP (s). You can check the Board assignment list to see which VP applies. And, of course, state office should receive everything you send. Please keep us informed.

Publications: Material sent to the LLs may be in the form of a Leaders Guide or kit, every member material (usually a F&I), or action materials. We might start thinking in terms of further use of our state VOTER in order to reach members with what is current and also think about sending articles to local Leagues for inclusion in their own VOTERs. (Perhaps we'll have time later on in the year to do some brainstorming about possibilities for information dissemination.) You and your committee will decide what to send, with Board approval. The Board will make these decisions, keeping the total picture in mind, with particular attention to cost and volume. Remember, in developing materials, that a dichotomy exists in the League between those who are interested in studying in depth and becoming experts, and those who want easy to read, easy to absorb materials. The Leaders Guides or extra materials that we send to Resource Chairmen are for the first--the every member materials are for the latter. You may need to repeat facts in F&I which have been expanded upon in the Leaders

(continued)

- 2 -

(continued)

25X9T To VWJ
Guides. Don't worry about having to do this. The F&I should stand alone. After all, there will be many who will read the F&I who will not attend the unit meeting to hear the extra material.

Approach the F&I on the basis that the reader has no knowledge of the subject. What does he need to know to make it understandable? If a new study, are all sides presented fairly, with equal emphasis given to the major points? Length of pro/vs. length of con is important--try to make them as equal in length as possible. (This is so, even though the number of arguments vary. Perhaps you can do some expansion on the shorter side.) Since Leagues generally choose program because they believe some problem exists, you will want to determine what problems there might be, and pinpoint some of the alternatives. The technique of asking questions has been a good one in the past. You might check back through some prior F&I to see how this has been done.

In developing every member material, you might want to first do a sketch or outline of what you think should be included, to be circulated to your committee. I think it might save time later on, if this first step is included. It not only gives your committee a chance to help you with the basic design of your study, but will also help fix this in your own mind. After this has been approved, then you will start to write, filling in the facts. Everything you write goes to your committee in draft form. Because we can't sit in a room together to work this out, because we want to preserve the League's image as a dependable place to learn the facts, and because we want to make a special effort to be impartial where a position is not already determined, the writing process generally goes through a number of drafts before the final copy is ready for the printer. Although this must at times seem slow and frustrating, it has always been League procedure, and has worked for the protection of the League. Even on the national Board, F&I go through a number of drafts before they are put into type. For instance, at national convention, the foreign aid chairman said that her last aid draft went through nine revisions. This despite the fact that they have professional staff.

We are fortunate to have Mary Sieber as our editor. Please include her in your carbon routines. After you feel you have come up with your final copy, and your material is going to the GENERAL PUBLIC, Mary Sieber should have a printer-ready copy for editing. She will check facts and put your publication into proper grammatical form. She will give you a chance to comment on her suggestions. You've asked about her editing materials such as the kits or Leaders Guides. This does not need to go to the editor, but if you feel more comfortable about her doing it, and she is willing, there's no reason why she shouldn't edit it for you. Jody Boyd has also said she would help with editing, if she has time, and if you wish. Jody is also an excellent editor and knows League style. Please read your style sheet, incidentally, before you write. This will save the editor time later on.

You should be getting a detailed memo on publishing F&I from Eloise. I hope this will answer some of your questions. If there are other points which are not clear, please don't hesitate to ask Eloise or myself. About printing the F&I, policy has not been clearly delineated as yet. The last administration used a centralized system, with all materials sent to SO for publication by one printer. We have made no decisions about changing this system. Eloise has found a printer in Ft. Worth with very reasonable prices, and we have the Texas City printer. I suggest that, unless you have some strong opinions about the printing procedure, you let Eloise handle this. You will be expected to do the proof reading along with Mary Sieber.

Program Procedures - Mrs. Ralph Bubis (continued)

The item chairman, publications chairman, president, and program VP will determine the number to run, color or no color, etc. As a rule of thumb, Eloise has suggested running 200 of leadership materials (with 150 collated), and 4000 F&I. This is based on ordering experience in the past. If you think there is unusual use for your publication, we can adjust accordingly. Unless a change is recommended, the leaders materials will be sent as follows: two to each League in presidents mailing, one to each state Board member, with order blank for additional copies. F&I go out on Standing Order. Pricing is done by Eloise, depending on the printing cost. You may decide to mimeograph some publicity about the material, including an order form, to be sent out with the initial mailing.

Most of this has concerned study items. If you have an action item, you will need to check your files to see how current are the materials which the LLs have. Is there a need for updating? Do the present political climate, or the interest of the membership, or the current amount of state materials being sent to LLs warrant an updating publication? This will need to be decided by you and your committee. If you feel updating is necessary, or action promotion is desirable, or that any other publication should be put out, you'll need to decide upon format and bring your suggestions to the Board for approval.

Budget: There is money in the budget for you to buy inexpensive publications, for some phone calls, etc. Check the key under the Program Development budget to see what is covered. You don't have to ask permission to use this budget, but please spend sparingly and let me know what you've spent. The budget may seem like a lot of money, but most of it is used to cover the transportation and meal expense of the program core committee meeting in December and other general costs of programming. There may be times when you feel you really need to phone me. May I suggest that you call between 8 and 10 in the evening or on Sunday, when lower rates are in effect. Since you won't be phoning too frequently, perhaps your families won't object. Legislative action is under another budget, and Chris has charge of it. If you have any proposed expenditures under this, please check it out with Chris first. Her budget is slim, and we wouldn't want to spend money that she planned to use for something else.

Action: Plans for action come from the chairman and the committee to the Board as recommendations. Implementation is up to the chairman and her committee, with the help of the president and program VP. If public relations are involved, so is the public relations VP. Halcyon is a professional in this field, and we're fortunate to have her advice. Please spell out to her exactly what you need.

Local Leagues will want to discuss your action ideas at their Board meetings, so whenever possible, you will want to give them at least six weeks notice. I'm not sure that just mentioning it in State Board Report is sufficient. The LL presidents, or maybe DPM, need to have a separate memo. Other than putting something in the State Board Report and the state calendar, I don't recommend sending notifications much more than the six weeks in advance, unless there is a good deal that the local League must do to prepare for this action. Pieces of paper tend to get lost in the shuffle, unless they're immediate.

Action can take many forms, from educating the public to supporting a specific piece of legislation. There are publications in your files which will give you ideas about what to do. Also, as state VOTERS come in with ideas, I'll pass them on to you. You've done a good job in using your imaginations to come up with the new and the different--hope you'll continue to do so.

Legislative: Chris will set the guidelines here. At the October Board meeting, she will explain further what your role will be. You will want to work closely with her. During the session, you'll receive copies of bills, which Chris will probably have read only by title. You will write a brief summary (usually three or four lines--see the Legislative Newsletter or refer to your files for format), and whether you recommend action, fyi (for your information), no action, or opposition. Copies of your comments are sent to the legislative chairman, president, and program VP. Chris may also want to designate someone on the Capitol Corps to receive your memos. Your committee is not circularized. You are expected to reply to these bill analyses immediately, by return mail if possible, certainly no later than three days. Bills are also sent to the president and program VP, and their recommendations are returned with yours. Chris then decides on the basis of this information what course of action to recommend. If there is time, she discusses this with her committee at the pre-Board sessions, and then makes specific recommendations for Board approval. If there is no time, the decision will be based on the four recommendations.

While your committee doesn't receive the bills or your analysis, you will want to keep them informed about what is going on. Also, at committee meetings, you will probably want to outline for your committee what has been suggested concerning the bills and ask for their comments. Your committee may make suggestions to the legislative committee concerning your item. If possible, I shall ask Veta to schedule the legislative committee toward the end of the committee meeting time in order that your committee will have a chance to meet first.

You might want to think about keeping good records immediately available as to your recommendations concerning bills. Perhaps a separate notebook or file could be used for this. Things can pop rather fast in Austin in the heat of things, and you may receive a phone call asking for your immediate decision. As you can tell by this, you'll want to be thoroughly familiar with the nuances of your consensus positions. We rarely have the opportunity to have a "pure" bill, and when we do, it sometimes isn't the one which has a chance of passage. We sometimes go toward our goals in baby steps rather than the giant leaps we would like to take. Perhaps you could spend a little time prior to the beginning of the session looking over what your predecessors recommended. You are certainly not bound by anything that happened in the past, as long as our consensus covers the point, but you could at least determine the thinking that went into decisions in the past.

Decisions concerning method of support originate with the legislative chairman; however, you might, in consultation with her, decide upon suggestions for promotion by LLs. You may also be called upon to write testimony for committee hearings.

Study and Action: We have been asked by the convention and state Board to publish a state Study and Action, which will be mimeographed. All of you should have the 1968-70 edition of the national publication in your files. If you don't, please ask Eloise to send you a copy. You'll get a memo from me shortly with an outline for you to follow. Since this should be in LL hands by the opening of the legislature, deadline will probably be no later than the end of October.

Program Planning: The program chairmen make up the program core committee, which is responsible for development of proposed program. The Lively Issues have been done, and LLs have received their first round program report forms. At October Board, we'll spend some time on convention rules and procedures, and our recommendations will go to the October Board meeting. Please read the pre-Board Report.

(continued)

Program Procedures - Mrs. Ralph Bubis (continued)

carefully and bring it with you. In December (2 & 3 have been tentatively scheduled, we will meet to analyze the first round reports and make our recommendations for proposed program. This then goes to the January Board, who makes the final decision on proposed program. The LLs receive this for second round program making. These second round recommendations will be analyzed by the program core committee at pre-Convention Board meeting, and the committee's recommendations will again go to the Board. What comes out of the January Board meeting is the proposed program which is presented at the Convention.

For convention, the program chairman in the past has been responsible for convention workbook articles on what has been done on her item between conventions (you'll probably want to take notes for this as you go along), suggestions for future study and activities for the item, and also, she will be asked to make a short summary of the item for convention. Your files should contain copies of what was done in the past. It is possible that changes might be made in these procedures, so I shall go into detail about them in the future, when plans are more set; however, I wanted you to be aware that there is a good chance that you'll be asked to do these things in some form, so that you may plan accordingly.

Off-Board Committees: Many of you are using off-Board committees, which I think is all to the good. Would you send me their names and addresses, so I may include them when circularizing your committee? Also, the local Leagues might like to know about them. Your off-Board members should get a list of your committee, including the VP and the president and Mary Sieber, and vice-versa. If you haven't already done so, you might mention to off-Board members the carbon routine and how it works.

I hope this memo has been a help to you in determining program procedures. Please put it in your notebooks and keep for reference.

* * * * *

LEAGUE OF WOMEN VOTERS OF ILLINOIS 5 1976
67 East Madison St., Chicago 60603

3 July, 1976
John

THE HARD QUESTIONS

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

#

August, 1976

THE HARD QUESTIONS
(#2)

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

#



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

(312) 236-0315

August, 1976

TO: Local League Presidents
Program Chairmen

FROM: Doris Bernstein, Vice President
Program and Action

PART I

Ponder
EXP
ORG

Program Mgmt.

Dear Presidents:

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

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

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

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

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

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

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

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

- OVER -



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

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

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

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

We await with great expectations the avalanche of good tidings.

#



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

(312) 236-0315

August, 1976

TO: Local League Presidents
Program Chairmen

FROM: Doris Bernstein, Vice President
Program and Action

PART II

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

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

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

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

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

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

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

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

#



August, 1976

LEAGUE OF WOMEN VOTERS INFORMATION AND HARD FACTS POOL

Date _____

LWV of _____

Committee/Item _____

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

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

PLEASE USE OTHER SIDE IF NECESSARY.



May 28, 1973

To: Barbara G. and Fumi S. cc: SO
Re: ~~XXX~~ Publishing
From: Betty Anderson

We used this time line about two years, and it seemed very workable. Try to allow the state office a month to prepare a leaders guide.

<u>Procedure</u>	<u>Time Needed</u>	<u>Date Due</u>
1st copy to program committee and vicepres. and SO.	5 2 weeks?	<u>7-18</u>
Comment and review and back to Program chairman	1 week	<u>8-15</u> Aug. 12 2
2nd copy to Vice president and SO	1 week	<u>8-22</u>
Copy to League editor	1 2 weeks	<u>8-29</u>
Editor edits and confers, when necessary with program chairman	2 weeks	<u>9-5</u>
Editor copy to publishing chairman		<u>9-19</u>
Publishing chrm. to printer Printer proofs to chairman and veep. Proofs back to publishing chrm. Printing Delivery to Dickinson	4 weeks	<u>10-17 12</u>
DPM	2 weeks	
Orders from LL filled		<u>11-1-73</u>

Start with the date you want orders from LL filled and work back up.

Check with Mary Seiber early--to see if she can edit when you need her. If she knows early enough, she can do her other scheduling around it.

3
May 28, 1973

To: Barbara G., Fumi S., Linda A., Betty C., SO
From: Betty Anderson
Re: 1973-74 Budget, H. Educational Activities
I. LWV of Texas Education Fund
1. Program Committee 2,250.00

The adopted budget included \$2,250, which we need to write proposals for educational activities (before we reach consensus or we do not push a support position)

It was my understanding that EQ's \$879 was included in the 2,250. I'll check on that for sure. I am arbitrarily suggesting this distribution for the balance--\$1371.

TCR	\$500.00	(TCR also has \$1500 under action)
VR	451.00	(all the study materials would be provided in the first half of the biennium. VR also has \$200 under action)
FSG	320.00	(although this seems a small amount, it might do a 2-pp. Voter supplement and a Leaders Guide. Other materials will be prepared in the 2nd year of the biennium. Most of the \$500.00 under H. II. LWV of Tex. Program can also be used for the new item)
HR	100.00	(this is the figure that may need to be adjusted. Did you want to do HR Newsletters as Genie had done, Linda? How many would you like to do? We can find out how much to budget for each one.)

Let me know if you can or can not live with these figures.

Re: Form for submitting proposals (an example)

REQUEST FOR LEAGUE OF WOMEN VOTERS OF TEXAS EDUCATION FUND SPONSORSHIP

To: LWV of Texas Education Fund
1416 Royal Oaks Drive
Waco, Texas 76710

From: LWV of Texas
address

1. The general nature of the project is research and publication of _____
2. Project Purpose
To explore election law administrative practices and procedures by (a) interpreting the present law, (b) interviewing election officials and (c) monitoring elections.

To inform and involve members of the LWV of Texas and citizens about election election laws

To increase citizen participation in the political process.

Long-term objectives: Continuing identification of obstacles to registering and voting in Texas.

To guarantee the effective exercise of voting rights.

3. Need for Project

A thorough citizen's review of the Texas Election Code has not been undertaken since the LWV study in the early '60s.

In spite of a 1970 federal court order re voting registration procedures in Texas and subsequent passage of a voter registration bill by the Texas Legislature in 1971 to correct them, certain administrative as well as legal application and interpretations of provisions of the code and the new voter registration law can result in difficulties for citizens to register and vote. Identification of these obstacles is essential so that steps can be initiated by interested citizen groups to correct them if the democratic process is to be preserved.

4. Description of Project

Preparation of study materials, including Leader's Guide, Facts and Issues, and Poll Watchers School kit.
September 1971--Rough draft of material completed
January 1972--Distribution to local leagues, members and citizens.

Voting Rights: Research and Publication Project Budget

Committee Expenses

Face to face meeting?	
Transportation	200.00
Meals	20.00
Resource materials	50.00
Telephone Calls	30.00

Leaders Guide

300 copies (approximately 12 pp.) printing (includes cover) and typing, 48 hours @ \$8.00 per hour	384.00
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LWV of Texas has been underwriting the expenses of F&I, because we sell them, and can make some money that way.

A 5% overhead charge for TEF must also be figured.

LEAGUE OF WOMEN VOTERS OF TEXAS

DICKINSON PLAZA CENTER

DICKINSON, TEXAS 77539

DPM

June 1970

SUGGESTIONS FOR HANDLING PROGRAM WORKLOAD

Start planning your master calendar early. List all League activities such as Finance Drive, Voters Service, etc., and then determine how many meetings can be given to Program.

Consult State Board Report, Suggested Calendar of Work for 1970-71 and your National Board Report for deadlines and consensus dates. Give major emphasis to local Program.

Plan the essential things you must do in covering these items. Select the things that are basic and plan to cover them first. Add some of the other items if time and womanpower permit.

Use your local VOTER. It is our only contact with every member. Take full advantage of the opportunity it offers. Bring members up-to-date on items that cannot be given meeting time. Include a short bibliography when necessary to allow members to do further reading if they wish to do so.

The State Board Chairman on national Program might be asked to write an article for use in local VOTERs.

Almost any local League has a few former leaders who would be willing to write one article for the VOTER if she were provided with current information.

Some local Leagues are adopting local Program on a two year basis. (this requires a Bylaw change.)

Another suggestion is to change to the single list for Program. This allows more freedom and gives members the opportunity to give direction and indicate how much they want to do on an item.

Plan a special kind of meeting such as a League Day or a Workshop in order to cover a lot of Program in one day. If members know well in advance that such a meeting is planned, they can make the necessary arrangements to attend.

If you have a neighbor League, you might like to get together early in the League year and arrange for each of you to share at least one Program.

A joint Program committee from two Leagues reasonably close together could cut down on womanpower and by combining forces, you could provide very worthwhile meetings.

Encourage your members to buy League publications through local Subscription Service, single copy purchase or you may be able in some instances to provide a copy of a Program publication to every member.

Perhaps you could designate one or two members to receive information on the items you do not have time to cover and ask them to give an occasional briefing to the membership to bring them up-to-date.

(OVER)

Search for inter-relationship in items. Perhaps some local, state or national items are in related fields so a chairman can be responsible for more than one item.

Try the system of having someone responsible for scanning material and being responsible for getting it to the proper person. This can be especially valuable to a busy president and it will be useful in placing the proper tools in the hands of people who need them.

Learn to identify the various types of material. Some materials are basic tools for all members to read. Others are leadership tools intended for those prepared to go into a subject more deeply. Leaders guides and bibliographies suggest what a chairman may study, but she need not read all the sources listed in order to present an effective program.

Watch for starred bibliographies or simplified discussion outlines designed to indicate basic information.

You can have a good discussion meeting using only every-member material plus provocative questions.

Explore the possibility of finding other individuals or groups with a similar interest to work with you on a Program item. Could they help you present a program on a specific topic or could you arrange a joint program?

Keep Meaningful Meetings at your finger tips. Remind Program people to use it. Adapt the suggestions to fit your own League. The central idea in this publication is that resource committees should present members with choices an ordinary citizen can make.

Provide discussion time at all your meetings in order that members may feel that they have participated.

Contact your state Board for help if you need it. Item Chairmen will help with specific suggestions and members of the Organization Committee will help with such things as calendar planning and training.

There has been growing recognition that small Leagues have particular areas of concern that need special attention. Committees have been working at the national level and state Boards are beginning to come up with some answers. Two major developments may prove useful to us as we consider the possibilities:

- 1) It is apparent that everyone rejects a solution which would create second class Leagues doing only limited work. Small Leagues want to participate fully in the life of the wider League.
- 2) Small Leagues are providing ideas and suggestions of great importance to state and national leaders as they strive to improve their services and give actual help to local Leagues.

Resolve to improve communications. Talk to us at any time and any place. The fresh ideas you come up with about adapting Program, your evaluation of techniques already well known to you, your successes and your special needs will be helpful to us. These ideas can be shared with other Leagues and can stimulate the thinking at all levels to provide necessary skills to improve our Program coverage.

* * * * *

LWV of Texas
March 1973

To: Program Chairmen
From: Betty Anderson
Re: Program Procedures

This is a general memo setting down some of the general procedures in working with your program item. Flexibility is the key word in program planning today, but we still need to have an idea of the direction we're going. If you could send me a tentative plan or pert chart with dates (consensus deadlines, availability of study materials, publications deadlines, VOTER story dates, etc.) before Convention it would be most helpful. Assume your item will be adopted at Convention as proposed, if not, we will have a skeleton to work with anyway. Dream a little, be innovative--this will not be the final word; it will be a starting point.

These factors need to be taken into consideration.

I. Timing Aspects

II. Mechanics

a. Scheduling office work
Dates for local Leagues

a. Communications network

b. Publications
How and when
VOTER stories

b. Budget

c. Action

c. Off-board committees

I. a. Scheduling

November 15 was set as the tentative consensus date for land use; national program making will be February 1. A late spring consensus deadline might be all right for election laws or perhaps a fall one would be better. There may be direction on this at convention. If you want material mimeographed for updating, or a study kit, plan when you want it to be distributed. We must be mindful of the total office load, so keep the overall picture in mind.

Local Leagues expect to know when materials will reach them, and we must make every effort to be faithful to our proposed scheduling. So don't be overly optimistic. It takes a long time for research, printing, and distribution.

B. Publications

Materials sent to the local Leagues may be in the form of resource materials, every member material or action materials. If you want a VOTER article, you must think months ahead in order to get board approval and meet printing deadlines.

In a new study, these factors must be given careful consideration:

1. All sides must be presented fairly, with equal emphasis given to major points.
2. Make every attempt to make the length of pro/vs. length of con as equal in length as possible.
3. Determine what problems there might be, and pinpoint some of the alternatives.

Copy for Facts and Issues (August 1970); (2) Mechanics for submitting VOTER copy (February 1971); (3) Suggested Style Sheet from the Organization Handbook, and (4) the Style Switch explained in the February 1973 State Board Report, under the VOTER report.

The item chairman, publications chairman, president, and program VP will determine the number to run, color or no color, etc. Pricing will depend on printing costs. You will want to mimeograph some publicity about the material, including an order form, to be sent out with the initial mailing.

Flip Chart.--Try to have your material for the program flip chart ready by the May Board meeting.

C. Action

Plans for action come from the chairman and the committee to the Board as recommendations. Implementation is up to the chairman and her committee with the help of the president and vice presidents. Local Leagues will want to discuss your action ideas at their board meetings, so whenever possible, you will want to give them at least six weeks notice.

Action comes in all shapes and sizes. First of all, reread pp. 34-38 in the Local League Handbook and the program section in the State Board Handbook. In addition, I suggest you make an "Action" folder which contains:

ACTION, 1972, LWV of US, Publication #161

Guidelines for Local Leagues, Jan. 1972, LWV of Texas

Anatomy of a hearing, LWV-ET publication #108, 1972

Memo, LWV of the US re: Criteria for choosing ~~action~~ priorities, Jan. 24, 1973.

The legislative executive committee is composed of the state president, legislative director, program VP and legislative projects director makes decisions on immediate legislative action after the board has set the priorities.

II. Mechanics

A. Communication Network

The "carbon routine" may not be the most efficient in the world, but it's the best method we've devised with scattered board members and limited financial resources. Include the state office and program VP in all mailings. Try to reply as promptly as humanly possible. Your committee is also included with a carbon, as well as the president of the local League if you are writing a local League member.

It is not necessary to send your board committee copies of your pre-board and post-board reports since they will be receiving them anyway -- later.

B. Budget

If the proposed budget is adopted, money for program chairmen is designated in three different line items:

H. Educational Activities

1. Program Committee

For program items still in the study stages or educational materials, such as citizen information on constitutional revision (This money will have to be raised.)

I. Position Support

1. Publications

Publications for lobbying, position support, consensus, etc. which cannot be funded with deductible money.

2. Action activities

Each of the six program areas has some designated money.

If you must make telephone calls, try to call at a time when rates are lower, such as evenings or weekends.

C. Off-Board Committees

Most active items have found the importance of off-board committees. This may have to be a committee where communication is by carbon routine. Depending on the financial picture the next two years, there may be some money for face-to-face meetings. Otherwise, consider getting together at Council or having a regional committee.

As presented by Bobette Higgins, LWV-T P.R. Vice-President

LWV of Texas
April 16, 1976
State Board
I.S.
Administration
Public Relations

ISSUE: LEAGUE LEADERSHIP---SURVIVAL OF THE FITTEST

At the national LWV convention in Atlanta some years ago, there was a strong push from delegates for the League to study itself. This was in response to feeling on the part of some members that, while the League was a jewel of an organization, we were perhaps not all we could be. The attempt was aborted when the national President, Lucy Benson, banged her gavel smartly and ruled that this was an impossibility since League bylaws stipulate that we confine our study to governmental issues. At this time, there is a new movement in Leagues around the country for a League self-study, and this time, perhaps, some "League-like way" will be found to make such a study possible. The study, to assess the effectiveness of the League as a force for good government, and also to examine its ability to meaningfully serve its members, might prove fruitful.

The national League is well aware of the need for an examination of League structure and is in the process of preparing new material on membership. The state League has also been aware of the need for re-evaluating League structure, most especially the membership aspects. We have had at the state level this year a new committee called Planning and Research, a loosely structured body which has, in fits and starts, attempted to take a free and unencumbered look at the League, and to attempt to think and plan new ways of doing things which might be an improvement over the old.

Before we go into this subject any further, it is appropriate to ^(A)apuse for some baby- and bath water disclaimers. Because some League members feel it is time we took an objective and dispassionate look at our own organization does not mean that the League is not functioning well, is not growing, is not making significant contributions. Obviously, the League has much going for it. This is made extremely apparent by newer organizations who copy our structure, copy our terminology, copy our causes, both common and uncommon. It is also surely obvious to all of you who, with all the demands on your time and talents, and all of the new opportunities available to women and men today, have chosen the League of Women Voters as being the organization most worthy of your attention and efforts. Therefore it is not the purpose of the proponents for League change to recklessly and witlessly tamper with the structure of an organization which has served so well for so long. Rather, it is an acknowledgement that there are straws in the wind indicating that it is perhaps time for League members to examine our own needs, and those of the various levels of government, and to measure these needs against our organizational structure, with the same thorough, dispassionate thoughtfulness given to our program studies. We need to determine if we are indeed growing, serving, and mattering, to the maximum extent.

Reports from over the nation as well as the state indicate that there is reason for concern. Leagues complain of lack of women power to do all the things we attempt, of not enough time, of declining membership, and increasing lack of member participation in League activities. As an example, a local League in Texas expressed great frustration with the recent Administration of Justice consensus questions, saying that they had not nearly enough time "to do them justice". This same criticism accompanies each study we do. Another concern expressed by local Leagues is too little action, too much study. Local Leagues ask for help in interesting the inactive member--the member who, for one reason or another, does not have the time or inclination to accept responsibility for any measure or type of League activity.

The Planning and Research committee on the state board determined that a look at membership was in order. (This paper is largely a result of those free-wheeling committee meetings.) But we soon discovered that it is difficult to consider "membership" in isolation, since so many other factors affect membership. We came up with some ideas, some nebulous hunches, some blue-sky plans. We did not come up with dogma. We offer no pat solutions to problems. We mean to stimulate your creative thoughts, to encourage meaningful and open consideration of change, of fresh ideas. We abjure anarchy, and do not suggest you go home and burn the bylaws, but look with new eyes at old problems.

In considering League membership, the following questions come to mind: What kind of people are League members? Is the League keeping pace with fast changes in the lifestyle of women? Is the League adapting itself to the male member, making him welcome, assuring that our ways are relevant to his needs? Is the League an organization in which is impossible for working people to effectively participate? Do League members feel committed to the purposes of the organization? Should we make greater efforts to attract varying types of people? Have we become a bit insular, narrow, lacking in vision? Is our League structure a help or a hindrance? We don't know the answers, but we are taking a long look at some options.

The League of Women Voters is viewed in different ways by different people. We are all fond of saying that the League is a grass roots organization, that the membership is the guiding force, that we are a member-oriented organization. Yet many members seem to feel cut off from the decision making, or they choose deliberately to isolate themselves for various reasons from League activities. These inactive members seem to believe in League purposes, seem to know who the president is, and that she "runs things". They know there is a large and active board of directors who help the president "run things." (But many members are unable to identify board responsibilities and the people who chair them.) The local League board itself, while honestly believing in the member-directed concept, in actual practice is so preoccupied with the intricate structure and complexities of the League board activities that the member, and the public we all say we serve, are lost in the organizational spaghetti.

And the public, including those governmental bodies with which we are most concerned are viewing us as a flag waving, whip snapping, book-wormish microphone-mad octopus of an organization. Probably all of these views are valid, depending on the perspective from which the League is seen.

There is no question that we are a good organization. The only question is HOW good. And how long will we BE an effective organization. And, can we change to meet changing needs?

Some sober thought needs to be given to the way we work. Do we ask so much of provisional Leagues that they are discouraged from attempting to become full fledged Leagues? Do we study so many items at so many levels, that genuinely effective action is an impossibility? And do we, oh heaven forbid, put up barriers of study, structure and restrictive procedures, so that only intellectual masochists feel comfortable in our midst? Are these the reasons why we are not attracting large numbers of new members, and new Leagues?

If we can fearlessly examine governmental issues, we should also be able to give ourselves an equally fearless look. Here is what we might find.

Large city leagues with a membership of 700 (WHY only 700, why not thousands?) who gain fifty new members in one year, and consider that a triumph. (It is, really?) Or other large city Leagues who lose fifty members in a year, and are anxious. Smaller Leagues who feel constantly inadequate because they cannot cope with all of the

studies and action and voter's service and the endless organizational tatting needed to hold the League doily together. League boards at all levels who tell members, "No, we cannot join the coalition, it is against the rules," or "No, we cannot do...(what-ever it is)...because that's not the League way." Leagues who worry about making waves in the community by taking some controversial action. League board members who spend time poring over bylaws in order to use these, not as a useful tool or guide, but as tactics for power plays.

Now, let's have a look at League activities at the local level as these are frequently carried out, and see how these might affect membership. In the program area, there may be fifteen or more items for study and/or action, with as many committees responsible for these. Large city leagues have more. Small Leagues may have less. Voters service activities, including getting out the Voters Guides, candidates forums, and other similar activities take a big chunk of time and effort. Board , fund-raising, PR work, all occupy much time. We are all used to this process. But many members, for whatever reasons, are never involved, or only on rare occasions. And many people who COULD be, SHOULD be League members never join, and we wonder why.

Now let us look at possible structural changes and procedural arrangements which might alleviate problems and serve members better. Do you suppose it is within the realm of possibility to limit a local League's study and action to, say, three items of their choosing--one at the state level, one at the national level, and one at the local level?

Having bravely wiped out dozens of pet program items, let us now look at the unit structure. The old endless study/action cycle, which seldom leaves much time for action (because having studied and reached consensus we FEEL we have ACTED, when indeed we have not) could perhaps be replaced by a module method. One (or more) modules could continue to function exactly as the old units. Other goal oriented, project oriented modules with single specific purposes could be alternative or concomitant activities, depending on how much time a member wished to give to League, and depending on member interest. Such modules might be organized for the purpose of planning and carrying out a workshop. Or perhaps one module could learn the intricacies of grant applications, and write proposals, and implement these. Perhaps one module would be devoted to achieving a local charter revision. Or to establishing a mobile library. Or to form an environmental coalition. Or to develop a literacy program--
WHATEVER COMMUNITY NEEDS AND MEMBER INTEREST AND LEAGUE GUIDELINES DEEM APPROPRIATE. Modules would self-destruct at the completion of the project. Some modules might be very large, others quite small. At times, all League effort might be aimed at a single project deemed by members to be of utmost importance. Thus Leagues could have the freedom to add to the basic structure as many goal-oriented modules as it could successfully accomplish, or to limit itself to only a few. THE MOST IMPORTANT FACTOR OF THIS PROCESS WOULD BE THE ACCEPTANCE, WITHOUT GUILD, OF THE LIMITATIONS OF TIME AND STAMINA. AND THE EQUALLY IMPORTANT FACTOR OF SINGLE PURPOSE ACTIVITIES WHICH WOULD ALLOW AND ENCOURAGE ACTION. NOT FRAGMENT AND DIFFUSE ACTION, TILL NO VICTORIES WERE POSSIBLE.

There are obvious faults with such a program, and obvious gaps. It is difficult to chart new paths. We are so used to "going by the book" that attempts to find new ways can become too iffy, too chancy, so that we become discouraged and return to the old tried-but-no-longer-so-true methods. Working out new systems is nebulous process and especially uncomfortable for people like us who have come to depend on highly structured and specific organizational processes. It is also possible that innovation for the sake of novelty may lead to superficial palliatives rather than solid remedies to problems. It is also possible that new ways, while seeming attractive at first, may not stand the test of time and will need to be abandoned or modified. So be it.

If we can carefully and realistically simplify the structure of this organization, providing a supportive framework to enable us to carry on the work of the League--if we can add to this framework program and activity modules according to the needs of the

communities and the interests and capacities of the members--then League structure can become the carefully designed and meaningfully exciting organization which will be able to welcome to its midst all of those members whose needs we are not now serving.

League members are fond of saying that we look ahead and anticipate needs far into the future. We are perhaps seeing a future need now--that of a fresh approach to our own organization, in order that it may continue to serve effectively. Let us consider and evaluate this new need and respond appropriately and fearlessly--that it, truly, "the League way."

Now let us look at possible structural changes and procedural arrangements which might alleviate problems and serve members better. Do you suppose it is within the realm of possibility to limit a local league's study and action to, say, three items of their choosing--one at the state level, one at the national level, and one at the local level?

Having briefly whittled out dozens of past program items, let us now look at the unit structure. The old endless study/action cycle, which seldom leaves much time for action (because of the study and action cycle), which we have tried, when indeed we have not, could perhaps be replaced by a module method. One (or more) modules could continue to function exactly as the old units. Other goal oriented project oriented modules with single specific purposes could be alternative or concomitant activities, depending on how much time a member wished to give to League and depending on member interest. Such modules might be organized for the purpose of planning and carrying out a workshop. Or perhaps one module could learn the intricacies of grant applications, and write proposals, and implement these. Perhaps one module would be devoted to achieving a local charter revision. Or to establishing a mobile library. Or to form an environmental coalition. Or to develop a literacy program. WHATEVER COMMUNITY NEEDS AND MEMBER INTEREST AND LEAGUE GUIDELINES DETERMINE APPROPRIATE. Modules would self-destruct at the completion of the project. Some modules might be very large, others quite small. At times, all League effort might be aimed at a single project deemed by members to be of utmost importance. Thus Leagues could have the freedom to add to the basic structure as many goal-oriented modules as it could absorb--fully accomplished or to limit itself to only a few. THE MOST IMPORTANT FACTOR OF THIS PROCESS WOULD BE THE ACCEPTANCE, WITHOUT GUILT, OF THE LIMITATIONS OF TIME AND STANDING AND THE EQUALLY IMPORTANT FACTOR OF SINGLE PURPOSE ACTIVITIES WHICH WOULD ALLOW AND ENCOURAGE ACTION. NOT FRAGMENT AND MISUSE ACTION, THE NO VICTORIES WERE POSSIBLE.

There are obvious limits with such a program, and obvious gaps. It is difficult to chart new paths. We are so used to "going by the book" that attempts to find new ways can become too risky, too costly, so that we become discouraged and return to the old tried-but-no-longer-effective methods. Working out new systems is nebulous process and especially uncomfortable for people like us who have come to depend on highly structured and specific organizational processes. It is also possible that innovation for the sake of novelty may lead to superficial palliatives rather than solid remedies to problems. It is also possible that new ways, while seeming attractive at first, may not stand the test of time and will need to be abandoned or modified. So be it.

If we can carefully and realistically simplify the structure of the organization, providing a supportive framework to enable us to carry on the work of the League--if we can add to this framework program and activity modules according to the needs of the

CONSENSUS AND THE STATE BOARD

I CONSENSUS

- A. What is the nature and purpose of Consensus questions in the League of Women Voters?
1. Concerted League action requires members to be pointed in the same direction and to arrive at a generally accepted point of view at the same time.
 2. Questions should be clear to the membership, phrased for usable answers, a yardstick for judgement and a framework for action; objective, flexible enough for future as well as present use and reasonably brief.
 3. There should be a relationship between the resource material used and the questions asked. The total number should be manageable.
 4. The questions should lead to ACTION.
 5. The same criteria should apply to the position statement that develops as a result of consensus.

Whose responsibility is consensus? It's the responsibility of every League member. However, regardless of your portfolio or committee assignment, as a state Board member you have a special role. How is consensus developed, and what is your part in it?

II CONSENSUS BEGINS AT CONVENTION

We adopt focus for an item when we adopt the item itself. Of course, under the single list, state boards also have the option of suggesting further study and consensus on state and national items.

III STATE PROGRAM COMMITTEES BEGIN IMMEDIATELY AFTER CONVENTION

The chairman and her committee decide what to recommend to the board for their items, taking into consideration program planning and convention recommendations, and action possibilities. At this meeting, possible areas for consensus should be explored. The committee will want to look ahead at the entire two-year study.

IV PROGRAM CHAIRMEN PRESENT PLANS FOR THE YEAR AT THE MAY BOARD MEETING

The board considers these recommendations and comes up with a study and consensus plan. (The board will want to look at all program items in the light of woman-power, financing, potential for action, directions from the members, etc.) Deadlines for consensus and for mailing materials to local Leagues are set.

V LOCAL LEAGUES WILL BE NOTIFIED ABOUT PROGRAM FOR THE YEAR

In the May State Board Report, local Leagues are told plans for each item. Consensus deadlines and deadlines to receive materials are put into the State Board Report and the "Guide to Local League Calendar Making." Every member will receive details about the new state program in the next issue of the VOTER.

VI RESEARCH BEGINS

Committees will want to begin research by asking themselves, "What are the problems and what are the alternative solutions?" League members will want to study all sides of an issue, and it is the responsibility of the chairman, her committee, and the state board to provide sufficient materials. These take the form of every member material, VOTER articles, and leadership guides. As research is conducted, the general consensus areas will need to be kept in mind.

VII CONSENSUS QUESTIONS ARE DRAFTED

The program committee initiates consensus questions, WHICH MUST BE APPROVED BY THE BOARD. Consensus questions are not easy to word. However, we know certain do's and don'ts through experience.

1. Consensus questions should, in most cases, call for broad objectives and not be tied to specific pieces of legislation or specific situations. Specific questions sometimes box in League action on future issues.
2. They should be as unbiased and free from emotion as possible.
3. Yes or No questions are not usually desirable. There should be provision for answers in between. They should ask for reasons why.
4. It should be possible to answer the questions on the basis of materials prepared by the state board.
5. Future action should be considered.

VIII THE BOARD APPROVES CONSENSUS QUESTIONS

The chairman submits suggested consensus questions to the board in advance of the board meeting, so that they may be studied. Plan ahead for this. When will the board need to make the decision on the question? Every board member should feel the responsibility toward careful consideration of the questions.

IX CONSENSUS QUESTIONS AND MATERIALS ARE SENT TO LOCAL LEAGUES

There are two schools of thought about when consensus questions should be sent to local Leagues. Some local chairmen find it helpful to have the questions and the materials arrive together. This helps them know where the item is heading, so that they may plan accordingly. The other school says that it is desirable to have local resource chairmen receive materials, react to it, and help the state chairman identify the questions. Perhaps it depends on the item. Some items are more specific, and the questions to be answered are obvious. In this case, they should go with the materials. On a broad item such as constitutional revision or financing state government there may be a need for an overall survey of the present situation before the study is directed into a particular area. In this case, the state chairman may decide not to take consensus during the first year at all.

X LOCAL LEAGUES REACH CONSENSUS AND REPORT BACK TO THE BOARD

They will need report forms for this. The state chairman will send to the office a copy of the report form as she would like to have it go to the local Leagues.

OUTLOOK FOR WORK

Local Program

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

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

An OUTLOOK FOR WORK will:

- State the item
- Define the scope
- Set goals
- Suggest methods for study
- Point out possible areas for agreement in line with scope and goals
- Plan for both member and community involvement
- Propose number and kinds of meetings necessary to cover item
- Offer suggestions for type and quantity of materials needed including possible printing
- Estimate time necessary to cover item
- Outline possible legislative action

An OUTLOOK FOR WORK is prepared by a committee prior to annual meeting and is presented with the proposed item in the local VOTER as a part of the Board's explanation for recommending the item.

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

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

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

SUGGESTED GENERAL PROCEDURES FOR LWV PROGRAM CHAIRMAN

Basic reading to help with program planning, study and action:

1. Local League Handbook. You should be familiar with the entire book. pp. 22-38 and p.51 are particularly pertinent.
2. Meaningful Meetings
3. Pages from the organization handbook, FUN-DA-MENTALS. LWV-Texas March 1969
4. Local Policy Sheet.
5. Local Procedure Sheet
6. Excerpts from Mrs. Clusen's speech on Consensus, Sept. 29, 1968.

A. GET ACQUAINTED WITH YOUR SUBJECT

If you are chairing a program already under way you will receive files from the previous chairman (you may have been a committee member and are familiar with the subject.) Familiarize yourself with the general contents of the files. This is well worth your time; otherwise your committee may spend valuable time and effort looking for something you already have. You will also get a clearer idea of what has been done and what direction you should take.

If you are beginning a new program you will start receiving material from the state or national League offices (if it is a local item you will have to develop your own). In the meantime save all relevant news stories, magazine articles, etc. CLIP CLIP CLIP (good idea to paste on paper with subject headings so you can easily refer to all these clippings.

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 instead of History. Although record keeping may be the bane of your existence, it helps others who follow you, helps formulate new program ideas, and gives a history of the League's work in your area, so please:

1. Save all the Unit and Discussion Leaders' forms in a file for yourself and a duplicate for the file in the Office.
2. Both files should also contain your Outlook for Work, your bibliography (you'll make your own if you have a local item; state and national usually send a suggested one) of all resource material used (if possible), of all material sent in the Bulletin or on Subscription Service to members, consensus questions and answers.
3. In addition, the Office file should contain each Unit's consensus report forms with answers.
4. Be sure all consensus questions go in the Bulletin before your meeting, and all answers in the Bulletin after Board approval. (If you have a state or national item, make clear that this is only our League's opinion or sense of the meeting.)
5. In January or February you will receive instructions for making an Annual Report. This is simply a record of your activities and accomplishments for the year.

LWV-HOUSTON GENERAL PROCEDURES - PROGRAM CHAIRMAN -
July 1970

B. GETTING YOUR RESOURCE COMMITTEE

Work very closely with the Membership Chairman, and Interest File Chairman; they will provide you with names of those who have indicated an interest in the subject. Of course, you will want to invite other League members to join your committee -- just keep the Membership Chairman informed so that members aren't badgered unduly or completely ignored. Try to enlist from 12 to 20 members on a major study item.

After your committee is organized, you are strongly urged to appoint at least one co-chairman to help you with the organizational aspects -- meeting places, calling, minutes, etc.

C. COMMITTEE MEETINGS

You will find that you need to meet at least once a month. Many chairmen prefer a regular meeting day and time. One effective way to begin is to assign reading or other research to committee members. Ask for brief written reports and allow time for committee discussion. Later this material can be incorporated in your background briefing material.

Work with the Board to determine what kind and how many meetings you are responsible for -- (Unit, General, etc.). Consider use of speakers, panels, etc.. Your Program Vice-President is always willing to help and will try to attend your meetings if possible.

Materials for Meetings: On state and national items you will be receiving copies of publications intended for membership study, plus Leaders' Guides. Order sufficient copies for committee members immediately through Publications Chairman. Also, check with the President and Program Vice-President on amount of money budgeted for committee research. Submit itemized vouchers with receipts to Treasurer. (Check with the Program Vice-President before ordering any of these materials for your committee to be sure the money is available.)

Use supplementary materials. Interview local officials (clear first with President). Write other Leagues or interested organizations. Consider use of university as well as the public libraries. Invite informed persons to meet with the committee to give you specialized information or general background.

D. PLANNING YOUR MEETINGS

At least two months in advance you should develop a general plan for your series of meetings, including proposed speakers, publications to be used, any special type of presentation (Outlook for Work). Plans should be worked out in committee with chairman taking initiative. Then present plans to the Board for approval (usually no problem as long as the plan is semi-reasonable).

Requests for publications for Subscription Service mailings should be submitted to the Board as soon as feasible. Check with the President and Publications Chairman on quantity.

Contact speakers. Letter usually goes out over signature of President along with yours. (Use the Office return address; make sure adequate copies are on file, and copies to others as required.) Hospitality Chairman is responsible for arrangements for meeting place, baby-sitting, refreshments, etc. Advise her of special needs, (i.e. tables, microphones, extension cords, etc.). Public Relations Chairman is in charge of publicizing the meeting in the community.

E. MATERIAL FOR THE BULLETIN

Prepare brief articles for the Bulletin two or three months prior to your program. You might include a brief bibliography, current related news, and other "tidbits" to stimulate interest. (If your item does not have a program this year, contact with the members through the Bulletin is especially important.) Always inform the Bulletin Editor of your committee meeting dates. Likewise, inform the President and the Office.

In the local Bulletin just prior to your program series, provide material covering all pertinent details on speaker, time, place, etc.. Also, include some background material for Unit discussion. It is helpful to include major discussion areas and provocative questions if not a consensus Unit (then you provide the consensus questions).

F. BRIEFING

A briefing meeting is help prior to Unit meetings -- generally the first Friday of the month. The overall purpose is to present a plan for the Unit meeting, to give additional background information, and to focus material so that all Units are at least talking about the same general questions.

It is your responsibility to provide from your committee a resource person for each Unit. Because you know your material well (but others may not), please try to follow these procedures:

1. On your printed instructions to discussion leaders ALWAYS state the PURPOSE of the Unit.
2. Make sure the discussion questions and/or consensus questions follow the purpose.
3. In forming questions, remember the purpose is to stimulate discussion; therefore, they should be provocative, designed to lead from one subject logically into the next, and not answerable by a simple yes or no.
4. At the conclusion of the meeting, the purpose or point of discussion (whether an information-giving Unit, or one which directly leads to action) should be clearly understood by all members. Use of a member as a RECORDER is helpful here, as she can read back her notes, summarize the discussion. Allow time for her summary.
5. It might be helpful if the purpose, discussion and/or consensus questions were on poster board in each Unit. Any audio-visual material is excellent.

G. EVALUATING UNIT MEETINGS

Following the Unit meeting, the Unit Organization Chairman sends you copies of the Recorder's report from each Unit (if you are working with a close deadline you may request resource people to bring reports to you directly from the Unit meetings). Compile a report, by your committee, on areas of agreement, disagreement, and questions raised. Make every effort to get answers to the questions raised.

H. REPORTING TO THE BOARD

Plan to make a monthly report in writing to the Board. Don't let this be too burdensome. The Board is not interested in details, but simply needs to be informed of plans, recommendations, activities. Ask for general direction, but make your own administrative decisions.

LWV-HOUSTON
July 1970

GENERAL PROCEDURES - PROGRAM CHAIRMAN

Your Board report on your Program Units will be more comprehensive than your routine monthly reports. (Whenever you have reached consensus you also should have ready at the Board Meeting an article for the Bulletin.)

I. LETTERS

Most of your letter writing will fall into two categories: (1) routine requests for information which you send out over your own signature with two copies to the Office, and (2) letters requesting speakers, comprehensive questionnaires, or explanation of League Program and/or position. This second category should go out over the President's signature (yours may also be included). A good procedure is to draft a letter, send a written copy to the President for her to check; after her approval send a copy to the Office requesting it be sent. Copies should be made for your file, Office file, and in the case of action, for the Legislative Chairman's file.

There is absolutely no intent to censor your correspondence. We have found that this is the best system to keep the President informed. Remember, she is the League's official spokesman.

TIME FOR ACTION: On answering TFA, check with the Legislative Chairman. She has files on all our elected officials and keeps tips on effective lobbying. She is the action expert, use her. Requests for local action campaigns should be discussed with the Legislative Chairman and the President, then by the Board as a whole to coordinate all efforts.

J. OFFICE

You should visit the office at least twice a month to explore the files on your program and check other miscellaneous material kept there.

K. PUBLIC RELATIONS AND SPEAKERS BUREAU

Any ideas for newspaper coverage, radio and TV programs or other public appearances should be cleared through the President and P.R. Chairman (except Speaker's Bureau requests. These, if made directly to you, should be given to the Speaker's Bureau Chairman for her records.)

L. FINANCE

Raising funds is a total Board responsibility. In addition, Off-Board Chairmen are called upon for fund raising. Even though you may be our busiest members, you are also our best informed and therefore our best salesmen.

M. OBSERVERS CORPS

This group observes school board meetings, Commissioners Court, City Council, and H-GAC meetings regularly. A good liason with the Observer Corps Chairman can give you up-to-date information on current items, new approaches to old items, and ideas for future areas of program studies.

ABOVE ALL: HAVE FUN. The League's purpose is to generate enthusiasm and interest among citizens in their government. Their concern with issues which government can solve makes for a more responsive democracy. If you are involved and enjoying it, it will be contagious to all who come in contact with you.

The League of Women Voters of the United States

January 1971

PLANNING PROGRAM: FROM CHOICE THROUGH ACTION

The Annual Reports on the programs of the 1290-plus local Leagues and the 50 state Leagues (and the LWV of Puerto Rico) document the variety of state and local issues that Leagues work on--and the even greater diversity of approaches they bring to these problems. This almost infinite variety is a very sound index of the Leagues' relevance and sensitivity: relevance to the community at every level of government, and their sensitivity to priorities among the array of possible tasks.

On these reports state and local program chairmen have asked for certain kinds of help from the national office. This Committee Guide is the first in a series that will attempt to give this kind of help. Program chairmen, as in the past, may write for more specific information on issues on their League's program. It outlines how Leagues can select Program and offers suggestions about how a Program chairman can help her League move from study and consensus to action.

CHOOSING PROGRAM

Program choice is the first step on the road to action. The choices of studies that members make for their program are themselves a sign of "consensus"; that is, by choosing any given issue, members are saying,

"We believe that a problem which we should study exists here," or

"We think we need to explore this area some more; we need more facts, more alternative solutions than we could find in the past year," or

"We have agreed on the nature of the problem; we have agreed on the general nature of the solution we believe is best;--in short, we have consensus; now we must figure out how to act--how to translate our carefully considered conviction into reality."

Hopefully this Committee Guide will give ideas about how to move each part of your program to its successful next step. State Leagues provide excellent aids in State program making. For both local and state program making, see the LEADERS GUIDE, NATIONAL PROGRAM MAKING, August 1969, #356, 50¢, or the League of Women Voters of Iowa's "Choosing Program" on Vertical Program, published October 1970.

Involving members early.

Leagues which find ways to involve members very early in the program-making process are setting the stage for a good League year. They are ingenious in finding ways to get member suggestions about possible topics for study. They don't depend solely on the usual unit discussions. Many Leagues use the Bulletin to stimulate thinking about the community--a "Lively Issues" approach. Some Leagues ask several members to write Bulletin copy, each describing a different local "lively issue". These members, stimulated by this exercise, enliven program-making discussions at unit and annual meetings.

The League of Women Voters of Illinois announced a Think Tank Day. It invited any member to come on that Day to the state League office to brainstorm on state program. The results appeared in the pre-program-making issue of the Illinois VOTER. Those involved in the Day added spark to discussions on state program in their local Leagues. This idea can be adapted for local program as well.

Keep discussions from bogging down on exact wordings. At this stage, members should explore ideas not semantics. This discussion will reveal what it is that members want to examine about an issue. The final working as the Board presents it should define the proposed study.

Word the program carefully.

If you are to be the resource committee chairman, for the study, you can help members and the board see how the working of an item sets the limits of the study. Urge that topics be worded as simply and directly as possible. (For example, if your title uses Study, don't use Evaluation, too.)

Members may want a broad study: "Study of parks and recreation programs in Springfield" allows consideration of all aspects--facilities, administration, financing, the programs. On the other hand, members may want to approach only one aspect of an issue: "Study of the financing of public schools in Oak Park" limits the study.

Or members may wish to study a number of issues related to schools--for example, the school lunch program, counseling, mental health programs, extra-curricular activities, special education. If a title lists them all, it is cumbersome; what is more, it may preclude the opportunity to study other services. Members might choose to word the study: "Evaluation of special services in the Maplewood Public Schools." This working leaves the League free to examine the need for some special services not presently offered in the Maplewood schools and not envisioned this early in the game.

The appropriate Board approves the final working for the Program it wishes to propose at the annual meeting or convention. However, if there is a committee in charge of program making, it can be of great help by submitting good drafts that encompass in simple language what it has heard the members say they want to study. The recommended program should include the scope--the limits of the study, areas of possible discussion, and possible prospects for action.

MAKING A STUDY

Once a new study is dopted and its scope generally outlined, a resource committee begins to work. The chairman is usually a member of the Board, but in some cases a League might use an off-board chairman. Small Leagues especially may find it easier to recruit a chairman if she is not required to assume full board responsibility. The off-board resource committee chairman attends those board meetings at which "her" part of the Program is discussed; she reports progress of her committee's work, indicates her Bulletin needs, and presents those matters needing board decisions.

Develop a committee.

The chairman recruits a committee by observing early any signs of interest among members. During the program-making process, she or others on the board spot those members in units or at the annual meeting who seemed to have ideas about the

program area. Committees can include members of varying talents, with varying amounts of time to give. In larger Leagues, each unit may ask a member to participate in the local study and represent "her unit."

A member is more likely to join the committee if she feels that there is a special interest in her talents. "I (or Mrs. Jones, who reported it to me) was impressed with what you said during program-making time about the parks in Madison. We'd like to have your ideas and help in planning the new study." Or--"You have such good ideas about organizing materials (or writing, that we'd like you to serve on our committee for the parks study." Recruiting through the bulletin is not likely to be successful; by its tone, such an "ad" may create the impression that filling a committee is very difficult. It might be more profitable to list in the Bulletin those already recruited and say, "We need someone who enjoys meeting and talking to governmental officials to complete our parks committee" (or whatever talent you think you still need).

Women in the community who are not yet members but who have an interest in an issue often join the League to be a part of the committee. The membership chairman with her knowledge of prospective members can be useful in recruiting for this committee.

Tailor tasks to fit members' time and talents. Not every committee member needs limitless time; nor need every member come to every committee meeting. Mrs. Smith, with small children at home, may be able to keep a clipping file or read and annotate references. Mrs. Peters, who teaches school, may be able to attend committee meetings only in the evening. A skillful chairman will work out a jigsaw of assignments, personnel and meetings to get the job done.

Help your committee succeed.

Committee work should be fun as well as educational. The first committee meeting of a new committee may be relatively open, a brain-storming meeting to discuss what the committee ought to know, how to find the facts that units will need for a good discussion, what sources of information there are in the community, who can best help, how to begin.

Then each committee member might choose or be assigned an area to explore or some people to see. At the next meeting everyone will have something to contribute.

A chairman needs to listen carefully, to lead these first few meetings so that each person's ideas are respected, as much as possible of what people propose is accepted and used, and every member feels needed and involved. Such attention to people fosters an esprit de corps.

On the other hand, although an orderly outline for a committee meeting is necessary, a chairman who is inflexible, who is distressed if committee members introduce ideas not outlined in the agenda, turns people off. She may lose her committee; she will certainly stifle creativity.

No one meeting schedule fits every committee, or every League. Some Leagues have committees that meet regularly once a month or even every two weeks, throughout the year, because interest is so high. The key is always: schedule, plan, work with people to reach your goal, not to fit some preconceived outline.

PLANNING THE DISCUSSION MEETINGS

The committee for a given study directs its efforts toward finding all the information possible; sifting out what the member needs to know, in order to discuss alternatives; putting together as objectively as possible alternative solutions or approaches. In the course of this work, the committee comes to know a great deal about the subject. Understandably, every such committee wants everybody--at least everybody in the League--to know as much as it does about the issue.

CONTROL THE URGE to tell everything, explain everything. In preparation for unit discussions, carefully plan a select package of every-member material: printed or mimeographed materials and/or a series of well-written, well-planned Bulleting articles--(See Meaningful Meetings)--the result of restraint and winnowing. Get this material to members early.

In the discussion meetings, once again, CONTROL THE URGE to tell everything, explain everything. What should happen is a minimum of talking by the committee, a maximum of discussion by members. To make citizen decisions, members don't need to be experts.

The purposes of a unit discussion are to bring out an exchange of ideas, to hone the sharp edges of differences, to allow areas of agreement to emerge. Members need to leave a unit discussion feeling not only that they know more, but that they have had fun in a lively interchange with neighbors and friends, and that they can discuss with other citizens a subject that matters. If they are overpowered with detail, members will leave the meeting impressed--but inhibited about their own ability to discuss and involve others.

A good discussion leader can help.

With these goals in mind, keep the introduction short--ten minutes at most, to lay out the framework of the discussion.

Use a discussion leader from outside the committee, if you can. A skilled discussion leader can help the committee design questions that activate dialog. And the way you put questions makes a great difference.

For example, if you ask, "How many acres of park land do we have in Hartford?" you have probably killed all discussion. It is unlikely that anyone knows the answer, therefore the committee both asks and answers the questions--and the other members become passive listeners to the experts. But "Do you think we have the proper park facilities to supply the recreation needs of the children in our community?" may get the discussion off and running. The committee will, of course, serve as a resource now and then, to answer a factual question raised in the discussion or to correct (tactfully, of course) major misstatements.

Learn from experience.

If two unit discussions are planned, the first one may give the committee some ideas of what added information is needed, or what information has not made an impact. Perhaps members really don't know, for example, where the parks are, what neighborhoods have little access, what programs are now provided. Maybe for your next meeting, you need a map (perhaps the city offices can supply one) on which you can present details that members want, such as kinds of areas, populations, numbers of children or age groups, types, sizes, and facilities, of parks. Perhaps a go-

see tour of parks and recreation areas is indicated. Pick up cues as you go along.

During almost any discussion, the careful listener (and of course the resource committee members, the recorder, the discussion leader are all listening) can detect certain areas in which agreement has taken place, without a direct question to elicit it. The discussion leader will recapitulate, as she goes along, these tentative agreements. "It seems to me that most of us are saying that there ought to be some small neighborhood parks in the Phillips area. Am I right?" These areas of agreement should be carefully recorded. They may differ among the units. But time can be saved at a later "consensus" meeting: the discussion leader can say, to the appropriate question, "At our last unit meeting, most members seemed to think that the Phillips area needs small neighborhood parks. Do you all agree?" Then those not at an earlier meeting have an opportunity to speak. If they agree, the whole earlier discussion need not be repeated. Summarizing as the discussion evolves is an indispensable tool for the discussion leader;--it brings the discussion back to focus if the group wanders, if someone is dominating the conversation, or if agreement is obvious.

Many times a tight League schedule will allow for only one meeting on a given study. If so, the Bulletin articles and/or every-member materials need especially careful drafting. They must be challenging and provocative, so interestingly written that the member reads--and ponders, and is motivated to come to the meeting.

ARRIVING AT CONSENSUS

If, indeed, your initial planning was fortunate and there are indications of readiness, the time has come to try for consensus in all the areas you think suitable. The questions your committee proposes should be considered by the entire board. These questions are very important. The committee has intensively studied the problems, has a reasonable knowledge of in what areas within the study agreement is possible and what kinds of action may be foreseeable.

The position should be one on which the League can act effectively. Therefore the questions should elicit an expression of agreement on general concepts, not specifics, yet not so bland or general as to be of little value for the board as it considers how to act.

For example, if the study relates to special services in the schools, consensus that the schools should provide more such services is not very useful. On the other hand, agreement that school (a) should have an additional counselor, school (b) an additional librarian, etc., ties the hands of the League should attendance districts be changed or pupils transferred. More useful would be agreement on kinds of services, kinds of programs, general areas of need, kinds of determinations for how services should be allocated. Then the League is in a position to offer constructive testimony, to select alternatives when actual options come before the community.

Analyze consensus reports.

The committee meets, after the consensus meetings, to analyze the reports from the various units (or from the general membership meeting if your League uses it as a consensus meeting) or the single unit meeting of a small League. Some areas of agreement will usually be clear and decisive. On other facets, even though the recorder's reports will not be identical, there may be discernible basic areas of agreement with some disagreement on specifics or tangential areas. The committee phrases what it thinks the members have said and drafts both a simple support (or

opposition) statement (if there is enough agreement to warrant) and the longer statement of position. It presents to the board these tentative drafts and its evidence from the consensus reports for believing that agreement exists.

Word the position wisely.

If agreement is reached in the League in some or all of the areas discussed, the board prepares two things--a short working of the position, and a longer statement of position, outlining in more detail the areas of agreement. Hopefully most board members will have attended unit or membership meetings and therefore will have input into the final working based on their experience and on answers the committee chairman provides for questions they may ask.

For example, following a study of libraries, members have agreed that: a new building is needed in a central location; services, either small neighborhood branches or bookmobiles, are needed to bring books to areas too far away from the central library; there should be better cooperation between the library and the schools, the jail, the hospitals, and other institutions; and the book collection should be much increased.

The simple support position could read: Support of a new central library and expanded library services.

The statement of position, then, would include both the details and the rationale.

Statement of Position.

The members of the League of Women Voters of Brookfield believe that a new centrally located library building is needed in Brookfield. In order to serve all the citizens, books should be available to all. Therefore there should be small neighborhood branch facilities or bookmobiles so that access to library books is in walking distance of any resident.

The book collection should be expanded to meet at least the criteria established for a city the size of Brookfield.

In order to provide reading material for all people in Brookfield, the library should arrange for lending books on an adequate basis to the schools, to people in hospitals, jails, and institutions, so that no one able to read is denied access to books in the public library.

Both the rationale--that the public library is for everyone and therefore its books should be accessible to all--and some of the specifics are included. Yet the wording does not set the number of books, the specific places that branches or main library should be, nor the exact methods of serving institutions. The Board has room to maneuver, to act in support of or opposition to specific proposals.

TAKING ACTION

Involve members early.

Leagues generate considerable enthusiasm during the study and consensus-reaching process because members have had opportunities for input, for taking part in decision making. Too often, between the time consensus is reached and the Board

FRANK FAIRCHILD, SCHOOL SUPERINTENDENT, MEGATOWN

City school districts are efficient at appraising and assessing the property tax. My school district assesses at 75% of market value and has certified professionals to make appraisals.

Elsewhere in the state, property is frequently assessed at 25% of fair market value. Appraisal staffs are inadequate and under trained.

The result across the state is that school districts which make an effort to fully tax are penalized. They do not get their fair share of state monies under the state's Minimum School Foundation Program.

Lobbyist
(1)

STELLA GOODCHILD, REPRESENTATIVE OF THE LEAGUE OF WOMEN VOTERS OF TEXAS

The formula for distributing state money to local school districts is based solely on the property tax. If property tax is to remain the cornerstone of school finance in Texas, property tax reform is imperative!

Wide variations in assessment practices exist across the state. Inequities abound. Results of the Legislature's own Property Tax Pilot Project indicate that:

- * undervaluation in the 35 districts sampled ranges from 19% to 89%;
- * undervaluation statewide approximates \$80 billion;
- * single-family homes and commercial property are most often assessed at highest percentages of market value, while industrial and rural property are assessed at lowest value.

The League of Women Voters of Texas supports all of the proposals under consideration. Such measures will lead to honesty, equity, uniformity and efficiency.

ROSE GLASS, HOMEOWNER/TAXPAYER

My taxes are too high!

Can you explain to me how my house can be on the tax rolls at \$32,000, when I only paid \$18,000 for it in the first place?

My cousin Minnie, over in Twin Forks, lives in a swell house. I know her an' Will paid better'n \$30,000 for it over 3 years ago--and Minnie's taxes aren't as much as mine! It's just a shame, what you people let those tax men get away with!

And another thing--the road in front of my house is fallin' to pieces. Has been for years, and I have yet to lay eyes on anyone from the street department even passin' through--much less fixin' it.

I just don't understand it. Ordinary people like me pay more than our share, while those big companies get off dirt cheap. And we can't even get a pot hole filled!

Note: in addition to highway taxes, trucking corporations also pay ad valorem taxes on real estate, trucks etc

JOE SMART, REPRESENTATIVE OF THE TEXAS TRUCKING ASSOCIATION

In its present form this bill will place an undue burden upon an already heavily taxed industry. There is not one facet of modern life which would not be affected by further increasing trucking costs. If assessment is made at 100% valuation, allowances must be made for service industries such as ours by keeping their rates at a lower scale.

Arrangements for supervision and collecting also concern us. What kind of state supervision are you talking about? Will the State Comptroller run things, or will a board be appointed?

What allowances will be made for depreciation of our vehicles and stock? Who will evaluate them? When and where?

We believe that this bill, as proposed, will cost more to administer than will be gained in increased income, and we believe that without some exemptions and allowances this bill will prove inflationary.

(5) P.T. MATTHEW, COUNTY TAX ASSESSOR-COLLECTOR, URBANA COUNTY

My office agrees that the county government should have responsibility for the single assessing office within the county. However, we feel provisions for the following must be included in the final bill:

1. The county will need proper funding for the added workload. Each taxing district in the county must pay its fair share of the costs.
2. The county tax office will need a trained professional to head the ad valorem tax division. The elected county tax assessor-collector is charged with too many other Constitutional and statutory duties to run the day-to-day assessing operations.
3. The county will need additional appraisers and other tax personnel. Hiring priority should be given to those professionals currently working for other taxing districts in the county. Such personnel should retain retirement benefits gained elsewhere.

Another concern of my office is the need for better assessment tools. In 1968, the federal Documentary Tax was withdrawn. Since then, tax offices in Texas have had no way of determining the sale price of real property. Realtors, title companies, loan offices and insurance companies know the selling price, but tax officers do not.

The legislation at hand should include a Texas documentary tax or a transfer affidavit. Such an affidavit would be filed with the county tax office, giving the date, the persons involved in the transaction, the legal description of the land, and the selling price.

SAM FLATFIELDS, SENATOR FROM THE LUBBOCK AREA

The people of Texas don't want statewide rules and regulations governing local property assessments. How can some bureaucrat sitting in the Texas hill country declare how Tax Officer Sandstorm should ^{appraise} assess ranch land in his county? Texas is a big state. Statewide regulations would be unfair, because real estate is different in each of Texas' 254 counties.

A state tax supervisor will surely increase our taxes, and we will have to pay his big fat salary, to boot.

I'm worried too about this 100% assessment of all taxable property. Agricultural land currently receives special assessment treatment to make sure that productive land near rapidly growing areas will not be taxed for the land's speculative value, but rather for its "best agricultural use." This practice is critical to my constituents. It must be retained in this legislation, along with specific guidelines for the proper determination of agricultural land values.

Senator

(1)

CONSTANCE WHITE, SENATOR FROM THE SUBURBS OF RICHLAND, BIG TOWN, AND FARMDALE

My constituents will support propositions 1, 2, and 3. These provisions are necessary to insure fair, uniform tax practices statewide.

But proposition 4 scares me! The creation of a single, county-wide tax appraisal office scares me! The people and the local taxing authorities in my district will not accept a county-wide assessing office without a fight. No outsider can know the true market value of property in my district as well as our own local appraisers. My district jealously guards its local control.

Today two school systems in my district are preparing law suits against the Governor because of unfair market value assignments used by him in computing their local fund assignments. These school systems are not getting their fair share of state funds. Local school taxes in these districts will be raised 16% next year if no relief is forthcoming.

MANOLITO GARCIA, SENATOR FROM SAN PEDRO

These reforms will not help my district at all! What good are property tax reforms when you have nothing to tax?

My district has poor housing, limited industry, and only small businesses. It is further burdened by 4 major tax-exempt federal military installations, numerous large tracts of tax-exempt land belonging to religious organizations, and farm land receiving huge tax breaks.

It's time to junk the property tax, and institute state corporate and personal income taxes to finance public schools in the state of Texas. Education is a function of the state and should be financed by the wealth of the whole state--not just the limited resources of individual school districts.

HERB ANAREA, SENATOR FROM MEGATOWN

The proposed bill addresses the problem of statewide equality and uniformity. Guidelines and supervision have long been needed to implement these provisions, which have always been in our constitution.

My constituents want property tax ^{appraising} reform. But some of them tell me that they are concerned about a single ~~assessing~~ office in each county. Some of these citizens don't like the job currently being performed by their county tax assessor-collector. There are complaints of incompetence. What will happen when this tax office becomes the only ^{appraisal} ~~assessing~~ office for the whole county? Will incompetence triple when the county tax office ^{appraises} ~~assesses~~ not only for the county and the state, but for cities and school districts, as well?

How will taxing districts insure proper performance and adequate revenues for themselves? Let's give these taxing districts speedy and effective legal remedies. Let's make sure these districts--city, school, water, hospital, and the like--can protect their own tax base. Let's make sure that the services of this proposed single assessing office in each county will be established at no less than the most effective performance already in progress in that county.

FORREST WELLS, SENATOR FROM EAST TEXAS

Chairman

My fellow committee members, I notice that liberal tax reform zealots continue to express dismay over the so-called "self-reporting" of market values by major industries and utilities. It sounds like big business is getting away with something.

My friends, that is simply not the case. It is a long-established and respected Tax practice for businesses to render their own taxes. Many businesses routinely do this by filing a certified public accountant's statement with their local tax offices.

In fact, this practice commonly results in higher taxes paid, because a tax assessor does not have the access to a company's intangible assets that a CPA does. A tax assessor is also handicapped because he does not have the expert knowledge needed to evaluate what he does see.

Furthermore, administrative costs and political realities make it impractical, if not impossible, to eliminate the self-rendering of taxes.

Now, there are some reforms that are needed. Greater tax breaks should be provided timber investors, because such investment carries a high risk. Timber is subject to parasites, deterioration, and fires. Growth and replacement are slow.

Standardization of tax procedures and consolidation of appraisal units are needed. My constituents with oil and timber lands scattered over several counties are forced to deal with dozens of tax offices. There should be a state system for supervision and coordination.

LWV of Texas
January 1973
Presidents Mailing
(2 copies direct
to president)

TO: All Local League Presidents and Program Vice Presidents
FROM: Mrs. T.R.Coker

A WELL-WORDED LOCAL PROGRAM ITEM IS A JOY FOREVER

In the haste and excitement at Program-planning time and Annual Meetings, the wording adopted for a Program item may be so unclear, or so restrictive, or so all-embracing, that the Board is frustrated in accomplishing what the membership wants from the item. Program items should be worded so that their intent is clear, both to the League members and to the community. They should be general enough to allow flexibility as a study proceeds or action opportunities arise, but specific enough to be meaningful.

An item in a new subject area might be worded to indicate a broad study leading to fairly general positions. If the item to be studied is not new, the item might be worded to include positions already arrived at by the League, plus additional study of new facets of the subject. (Example: Support of the recycling projects in _____ and the study of related programs concerning solid waste management.) On the other hand, the proposed item might be worded to incorporate past positions, and propose study of new areas contingent to possible occurrences. (Example: Support of the development plan for _____ and the study of the zoning ordinances, if they are proposed this year.) All League items imply action once a position is reached, whether or not it is specified in the wording.

Additionally, there may be items your League may wish to retain for action only. These items should reflect League position as clearly and as briefly as possible. The wording should not be so specific that it precludes action if conditions change. As a rule, positions should not be worded in terms of support for, or opposition to, specific pieces of legislation, commission recommendations, or committee reports, because to do so would prevent League from taking action on new proposals that may fall within the League's general position. This applies to items proposed for additional study, as well.

EXAMPLES OF LOCAL PROGRAM WORDING

Good - Clear

1. Support of school policies which will continue to improve the quality of education in _____ District and study of local enrichment priorities if restrictions are set.
2. An evaluation of public parks and recreation facilities in _____ city.
3. Evaluation of administration and financing of public health services in _____ County.

Not So Good - Vague or Too Specific

1. Survey of _____ School District.
2. Parks and Recreation.
3. Study of public health.

4. Support of effective planning to meet the needs of a growing community.

5. Support of development of adequate water resources for _____ and adjacent communities.

6. Survey of facilities and agencies affecting children and youth in _____ County.

7. Study and evaluation of social subsidies in _____ County.

4. Support of the Master Plan passed by the _____ City Council in May, 1971.

5. Water.

6. Juvenile problems in _____ County.

7. Welfare in _____ County.

NOTE: If your League is not a county League, you must have permission from your state Board and all other Leagues in your county to undertake a county study.

An explanation of each item, called Outlook for Work, defines the area of study and clearly states what the item is expected to cover, what is not included, and what opportunities for action can be envisioned. This is given to members at Program-making meetings and Annual meetings so that they have adequate information to decide whether the League has the interest, the manpower, the talents, etc., which the item will require.

A well-worded Local Program is a giant step toward an effective Program.

Revised January 1973

Meg
LWV of Texas
February 1971

To: State Board

Re: NOTES FOR A PROGRAM CHAIRMAN

BEFORE CONVENTION:

Research Bibliography
Start with the premise that the State Board recommended items will become a part of adopted program, though possibly in somewhat altered form. Therefore, as soon as you receive your assignment, especially if it is a new item, begin reading and research, so that by Convention time you will have some idea of how you plan to handle it. The Outlook for Work in the Convention Workbook will give you ideas. Also, contact the current Program Vice President for copies of the supporting materials submitted with the item, and if there is a new nominee for Program Vice President, write her for ideas, possible sources of reference materials, etc. Try to work out at least a short suggested bibliography.

At the Post-Convention Board meeting you will be expected with your committee to begin working out a plan for the two years' study so -

AT CONVENTION:

Listen carefully to debate on your item for clues as to the direction members want the study to take. Make notes. They will be invaluable to you later.

AS A BOARD MEMBER:

You and your committee will be responsible for producing:

VERY SOON: 1. Copy for a new State Program Folder or flipchart.

On a new item this can be little more than an outline of the direction the study is to take, as worked out by you and your committee and approved by the Board. Often the materials which will be made available are listed. You may have other ideas.

2. Leadership material for use of Resource Committees and Discussion Leaders.

Normally this is called a LEADERS GUIDE, though you may call it something else if you wish. It should contain:

- a. General suggestions for presentation of the item.
- b. Sufficient background material for discussion leaders to gain a good grasp of the subject without further research.
- c. Discussion outline in question form (see MEANINGFUL MEETINGS and "How To Plan a Discussion Outline.")
- d. Consensus questions--or you may decide not to include them. See memo CONSENSUS and the STATE BOARD.
- e. Bibliography. This will repeat any bibliography which you have included in a Board Report or sent out in advance, plus any additional references which you have come across in your research. Reprints of newspaper articles, etc. often are included, as these may not be readily available to local Leagues all over the state.

3. Membership material.

This can take various forms:

- a. Facts and Issues--one or a series, depending upon the subject and your plans.
- b. A VOTER article. This usually occupies the inside two pages of whatever issue you and the Board decide. (Your committee recommends after consultation with VOTER editor; the Board must approve.) See HOW TO SUBMIT COPY FOR THE STATE VOTER.
- c. Your ideas.

AT FIRST COMMITTEE MEETING

Brainstorm for ideas. Try to work out -

1. What can the members decide about this item? (general areas of consensus)
2. What information do they need to make this decision?
3. When this decision is needed (will the first year's program consist of study only, do you want to try for a partial consensus, etc.)

Seek suggestions for the names of people to be members of your task force, if you plan to use one. With the help of your Board committee you will work out the general plan for handling the item, and you will then direct the activities of the task force. At least one member should live near you--in the same city, if possible--for there is nothing so beneficial as occasional face-to-face contact.

As you form your task force, be sure to impress on them the necessity for meeting deadlines, etc. and the carbon routine. A copy of all drafts must be sent to other members of the task force, yourself and the members of your Board committee, the Program VP, the publishing editor and state office. These people will comment and possibly suggest changes or revisions which you will then incorporate into and retype the final draft. Send a copy to everyone named above; send original to the publishing editor.

AFTER FIRST BOARD MEETING:

Prepare and send in your Post Board Report. Include at least a beginning Bibliography (the one we suggested you work out before Convention) so the eager beavers can get started reading. You can add to it later in the Leaders Guide. Include also a forecast of when item 2 materials will be ready for distribution to local Leagues. In general all material should reach local Leagues the first week in January.

Make yourself a working calendar, working backward from the consensus date, so that you will know when your deadlines are. But, regardless of whether you plan to seek an early consensus or not, remember that many local Leagues want to schedule meetings on the new state item as early as possible.

AT JUNE BOARD MEETING:

If an early consensus is desired, work out with the Board the consensus deadline, if it can be projected this early. You may not be prepared to do this before the

LWV of Texas
March 1973

To: Program Chairmen
From: Betty Anderson
Re: Program Procedures

This is a general memo setting down some of the general procedures in working with your program item. Flexibility is the key word in program planning today, but we still need to have an idea of the direction we're going. If you could send me a tentative plan or pert chart with dates (consensus deadlines, availability of study materials, publications deadlines, VOTER story dates, etc.) before Convention it would be most helpful. Assume your item will be adopted at Convention as proposed, if not, we will have a skeleton to work with anyway. Dream a little, be innovative--this will not be the final word; it will be a starting point.

These factors need to be taken into consideration.

I. Timing Aspects

- a. Scheduling office work
Dates for local Leagues
- b. Publications
How and when
VOTER stories
- c. Action

II. Mechanics

- a. Communications network
- b. Budget
- c. Off-board committees

I. a. Scheduling

November 15 was set as the tentative consensus date for land use; national program making will be February 1. A late spring consensus deadline might be all right for election laws or perhaps a fall one would be better. There may be direction on this at convention. If you want material mimeographed for updating, or a study kit, plan when you want it to be distributed. We must be mindful of the total office load, so keep the overall picture in mind.

Local Leagues expect to know when materials will reach them, and we must make every effort to be faithful to our proposed scheduling. So don't be overly optimistic. It takes a long time for research, printing, and distribution.

B. Publications

Materials sent to the local Leagues may be in the form of resource materials, every member material or action materials. If you want a VOTER article, you must think months ahead in order to get board approval and meet printing deadlines.

In a new study, these factors must be given careful consideration:

1. All sides must be presented fairly, with equal emphasis given to major points.
2. Make every attempt to make the length of pro/vs. length of con as equal in length as possible.
3. Determine what problems there might be, and pinpoint some of the alternatives.

Copy for Facts and Issues (August 1970); (2) Mechanics for submitting VOTER copy (February 1971); (3) Suggested Style Sheet from the Organization Handbook, and (4) the Style Switch explained in the February 1973 State Board Report, under the VOTER report.

The item chairman, publications chairman, president, and program VP will determine the number to run, color or no color, etc. Pricing will depend on printing costs. You will want to mimeograph some publicity about the material, including an order form, to be sent out with the initial mailing.

Flip Chart.--Try to have your material for the program flip chart ready by the May Board meeting.

C. Action

Plans for action come from the chairman and the committee to the Board as recommendations. Implementation is up to the chairman and her committee with the help of the president and vice presidents. Local Leagues will want to discuss your action ideas at their board meetings, so whenever possible, you will want to give them at least six weeks notice.

Action comes in all shapes and sizes. First of all, reread pp. 34-38 in the Local League Handbook and the program section in the State Board Handbook. In addition, I suggest you make an "Action" folder which contains:

ACTION, 1972, LWV of US, Publication #161

Guidelines for Local Leagues, Jan. 1972, LWV of Texas

Anatomy of a hearing, LWV-EF publication #108, 1972

Memo, LWV of the US re: Criteria for choosing ~~action~~ priorities, Jan. 24, 1973.

The legislative executive committee is composed of the state president, legislative director, program VP and ~~legislative projects director~~ ^{program} ~~makes~~ ^{chairman} decisions on immediate legislative action after the board has set the priorities.

II. Mechanics

A. Communication Network

The "carbon routine" may not be the most efficient in the world, but it's the best method we've devised with scattered board members and limited financial resources. Include the state office and program VP in all mailings. Try to reply as promptly as humanly possible. Your committee is also included with a carbon, as well as the president of the local League if you are writing a local League member.

It is not necessary to send your board committee copies of your pre-board and post-board reports since they will be receiving them anyway --- later.

B. Budget

If the proposed budget is adopted, money for program chairmen is designated in three different line items:

H. Educational Activities

1. Program Committee

For program items still in the study stages or educational materials, such as citizen information on constitutional revision
(This money will have to be raised.)

I. Position Support

1. Publications

Publications for lobbying, position support, consensus, etc. which cannot be funded with deductible money.

2. Action activities

Each of the six program areas has some designated money.

If you must make telephone calls, try to call at a time when rates are lower, such as evenings or weekends.

C. Off-Board Committees

Most active items have found the importance of off-board committees. This may have to be a committee where communication is by carbon routine. Depending on the financial picture the next two years, there may be some money for face-to-face meetings. Otherwise, consider getting together at Council or having a regional committee.

Jan Willner

A HANDBOOK AND GENERAL GUIDE
FOR RUNNING A MEETING

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and
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The United Planning Organization is
a recipient of funds from the Office
of Economic Opportunity

Revised Edition, January 1968

LT/Guide 2



P R E F A C E

This handbook was prepared for use by community action staff in assisting community groups. Earlier versions have been used by other staff and by members of Neighborhood Advisory Committees. The general response has been very good.

We developed this guide because of the need to help neighborhood residents to better deal with the problems of participating in formal group meetings. Many of us who have organized blocks and worked in neighborhood centers are aware of the problems as well as the advantages of "maximum feasible participation" of the poor. This Handbook and the staff support that should accompany it could go far to provide neighborhood residents with some of the skills necessary for meaningful participation as members of formal committees and organizations.

During the past eight months we have had the privilege of responding to requests for the Handbook from all fifty states and the Virgin Islands. In every case, and at present, we would appreciate comments and suggestions. Many past suggestions have been incorporated into this edition.

We hope that the Handbook will prove helpful. The meaningful participation of persons who are "experts" in the problems of poverty has provided momentum and creativity to community programs. We would like to see greater involvement by people for whom these programs have been designed. In fact, we believe that without poor people gaining greater control through new skills, the programs would border on being ineffective.

Perhaps this material can contribute to the effective influence of poor people in policy-making bodies.

