

LEAGUE OF WOMEN VOTERS OF TEXAS
STATE BOARD HANDBOOK

1212 Guadalupe, #109
Austin, Texas 78701

January 1976

LETTING-GO. TAKING-HOLD

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

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

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

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

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

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

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

Letting-go is a gradual process. How nice it would be if taking-hold were also gradual. But too often it is not. Here are some helps on riding out

the maelstrom of the first few months on state board:

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

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

Probably your most traumatic experience will be your first state board meeting. Because you're a good wife and mother, you'll cook up a storm before you leave and freeze enough food to feed a starving army. And maybe you'll make elaborate plans and arrangements for baby-sitting. And in spite of all your care, you'll still feel a little guilty. But most of all, you'll feel great excitement and an indescribable thrill of expectation when you begin to dream of the limitless opportunities for making a large-scale contribution to your state and your organization. So, at last, you're off. And then--all hell breaks loose!

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

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

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

State Board Handbook

INTRODUCTION

The LWV-T State Board Handbook is designed as an orientation/working tool for state board members. It describes operating mechanics and general procedures for this board. It describes each portfolio and is a guide to enable officers and directors to assume their responsibilities. It provides answers to basic "how-to" questions we all have from time to time. This handbook is not designed to replace In League or The State League Handbook.

Since procedures are in a steady process of change and revision, it will be necessary to provide updates and insertions. Each chairperson is expected to record problems encountered, questions asked, and solutions. In this way The LWV-T State Board Handbook will become more definitive and comprehensive in years to come.

State Board Handbook

STATE BOARD NOTEBOOKS
(in addition to material for your portfolio)

In League

State Officers and Directors/Trustees (current)

State Board Organization Chart

State Board Committee System

State Board Policy Guide

Bylaws, Budgets and Treasurer's Reports--State and National (current)

State Board Minutes

Local League Presidents of Texas (current)

State and National Board Reports (current issue)

National Board Directors/Trustees

Presidents of State Leagues

Guide to Calendar Planning

Personnel and Office Regulations

State Office Procedures

State Office Procedures on Keeping Files

Mechanics for Submitting VOTER Copy

Suggested Style Sheet (July 1973)

The Thin, Fine Line

Checklist for Local Board Members

To BE KEPT HANDY

List of Officers and Directors for each Local League (current)

VOTERs--State and National (current)

Publications Catalogs--State and National

Organization Consultant Assignments (current)

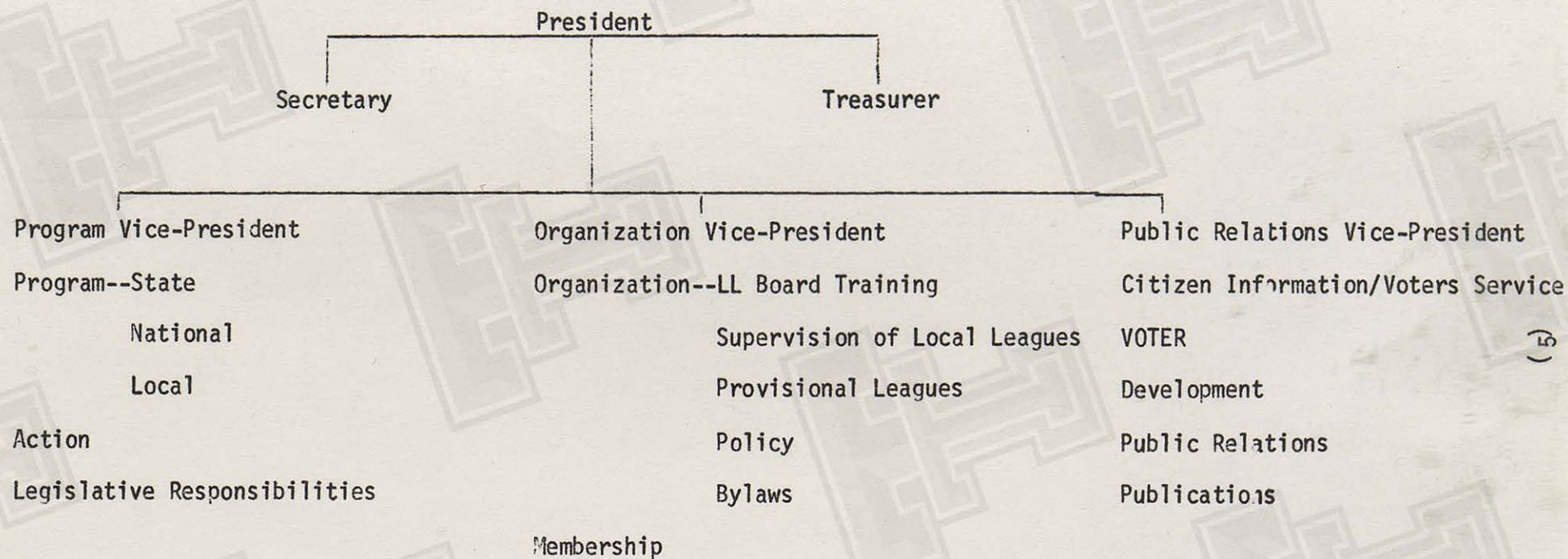
Organization Guidelines

A Guide to Organizing Leagues

State Board and Local League Handbooks

Guidelines for Action

ORGANIZATION CHART



and decisions.

WHAT TO DO AFTER BOARD MEETINGS

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

WHAT TO DO BETWEEN BOARD MEETINGS

Carry through with anything you have agreed to do.

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

Keep in close touch with your committee members. USE THEM.

Get an off-board committee from local Leagues when possible and include them in all correspondence.

READ YOUR MAIL

ANSWER YOUR MAIL

SOME DO'S AND DON'T'S

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

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

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

Don't attend board meetings of your local League unless you are invited to do so.

Do not become involved in controversies on your local League board.

Do answer questions when asked or refer local League board members to their consultant, counterpart on the state board, or appropriate vice-president.

GUIDE FOR NEW STATE BOARD MEMBERS

THE BOARD MEMBER'S DUTIES

Familiarization with this handbook, In League, the policy sheet, bylaws, the portfolio files, and other materials received from the state office will answer many questions of the new member regarding the duties.

Familiarization with all activities (current program, Voters Service, public relations, financial responsibilities, etc.) is necessary in order to take part in the decision-making process.

MATERIAL AND SUPPLIES

The state office furnishes material for the board member's notebook, including files of the previous chairperson, copies of all state and national mailings that go to the local Leagues, and other mimeographing that goes out of the state office.

Access to a typewriter is a must although most state board members are "hunt-and-peck" typists.

League stationery and other necessary supplies are provided by the state office as needed.

State office usually brings stationery, mailing labels, etc. to board meetings. If necessary, request additional supplies from state office.

Reimbursement will be made for postage stamps.

The state office mimeographs and mail form letters and reports that the member prepares for distribution to local Leagues and to the rest of the board.

The member provides a notebook for current board materials and correspondence.

The board member arranges for a filing system to properly care for materials and communications not kept in the notebook.

Material from state office will be coded for filing purposes.

Save most material for your term of office. Files should be clear of outdated material when you turn them over to your successor.

Read local League VOTERS, watching especially for articles pertaining to your portfolio, then you may throw them away.

Save state and national program material as long as it is on the program.

Organization Vice-President's files are permanent.

THE BOARD MEMBER'S COMMITTEES

Each board member as a member of three group committees. At board meetings the committees meet to discuss new ideas and to iron out any problems before making a full report to the board. The portfolio chairpersons provide the initiative for their portfolio.

These committees "meet" by mail between board meetings. Each committee person must make an effort to answer correspondence and participate in the discussion and decisions of these committees.

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

BOARD MEETINGS

These are held four times a year, with one meeting being before and after council or convention. The other three last 2 1/2 days and 2 nights.

The state office makes hotel reservations for all board members.

The member arranges for transportation. (See State Board Policy Sheet).

Reimbursement for transportation, room, meals, etc., as outlined in the policy sheet, is made by the treasurer upon receipt of an itemized statement from the member. This usually occurs on the last day of the board meeting).

WHAT TO DO BEFORE YOUR FIRST BOARD MEETING

Get your notebook and files from your predecessor. Check contents against list in board handbook.

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

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

WHAT TO DO BEFORE EACH BOARD MEETING

Prepare pre-board report. Briefly, the member prepares a report to the board and mails to the state office on the date specified by the president. This is a report of the activities of your committee since the last board meeting, areas to be considered at the committee meeting, and decisions to be made by the total board.

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

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

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

Complete committee work before the meeting. Board time should not be taken up doing committee work.

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

Prepare your report in written form for the secretary.

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

PRESIDENT

The President, as chair of the board of directors, makes certain that the total activities of the state League (Program/Action, Citizen Information/Voters Service, and Organization/Management) are balanced and that one area does not suffer while another gets preferential treatment. The president works closely with the vice-presidents to see that activities are planned, implemented, and evaluated.

Specifically, the president has the following duties:

1. To maintain rapport with local League presidents and members through monthly letters, personal correspondence, and visits when possible.
2. To be the official spokesperson for the League and represent it officially. She shall also approve letters, statements, and press releases made by the League.
3. To see that the state office is managed efficiently by competent staff persons.
4. To fulfill executive responsibilities by:
 - a) presiding at all meetings of the corporation and board of directors;
 - b) serving as ex-officio member of all committees except the nominating committee.
5. To fulfill administrative functions by:
 - a) coordinating activities to see that board policies are implemented.
 - b) conferring with VPs to interpret policy and recommend nominees for vacancies between board meetings.
 - c) signing or endorsing checks, drafts, and notes in the absence of the treasurer;
 - d) assuming responsibility for agendas and physical arrangements of board meetings, council, and convention;
 - e) appointing standing and ad hoc committees;
 - f) delegating responsibilities to appropriate vice-presidents and chairpersons;
 - g) keeping informed of all activities through correspondence by all board members;
 - h) helping the board reach decisions which emerge as a synthesis of the thinking of the individual members; and
 - i) insisting that policy, not details, be dealt with in board meetings.

SECRETARY

I. JOB DESCRIPTION

This job requires concentrated work during every board meeting, Council, or Convention and for a week or two afterward. With few exceptions it does not involve traveling other than to these meetings. It is challenging work, and done effectively, it can enable every other board member to do a better job. Official minutes are kept in the state office, and all reproduction and distribution is handled there. Copies are sent to all board members, nominating committee members, off-board committee members, and the national office. It is not necessary for the secretary to take notes in shorthand.

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

II. GUIDELINES FOR PROCESSING MINUTES

Minutes are a reasonably concise record of everything that occurs at a state meeting, from planning stages to completion and evaluation. They should not only record motions, but should reflect the main points of discussion, especially when there are definite pros and cons. They provide a meaningful account of board meetings.

The style is optional, but be consistent. For easy reference: motions should be set apart in some manner; there should be subject headings; and when reports become lengthy, underlining a key word or phrase in each paragraph is helpful. Record the name of the person making the motion, the fact that it was seconded or not seconded, and whether or not it passed. Usually, vote figures are recorded only when there has been considerable disagreement during discussion and a close vote. Mary Sieber's Suggested Style Sheet is a recognized guide for grammatical rules, punctuation, capitalization, and spelling pertaining especially to the League.

If you are not sure of the exact wording of motions, ask for it in writing from the person making the motion. All persons who give reports at board meetings should furnish the secretary with a copy of the report or a summary. Those speaking of specific events or names of organizations and/or other proper names should furnish you with correct titles, dates, and spellings.

The exact wording of approved consensus questions should be written into the minutes. Then when consensus is reached at board meetings, the secretary, together with the resource chairperson and the president, should take great care to get in written form the exact

SECRETARY

position under which future action will be taken.

The final draft of minutes should be typed in triplicate, double-spaced, (original to state office, one copy to president, one copy for secretary's file) and mailed to state office as soon as possible after each board meeting. If you live near the president, have the minutes checked before you make your final draft. If not, mail the president's copy at the same time that the original is sent to the state office. Suggestions can thus be communicated to you and the executive secretary prior to having the minutes reproduced for distribution.

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

II. GUIDELINES FOR PREPARED MINUTES

Minutes are a necessarily concise record of everything that occurs at a state meeting, from planning steps to completion and evaluation. They should not only record motions, but should reflect the main points of discussion, especially when there are definite pros and cons. They provide a meaningful account of board meetings.

The style is optional, but be consistent. For easy reference, motions should be set apart in some manner; there should be subject headings; and when reports become lengthy, modernizing a key word or phrase in each paragraph is helpful. Record the name of the person making the motion, the fact that it was seconded or not seconded, and whether or not it passed. Usually, vote figures are recorded only when there has been considerable disagreement during discussion and a close vote. Mary Steiner's suggested style sheet is a recommended guide for grammatical rules, punctuation, capitalization, and spelling pertaining especially to the League.

If you are not sure of the exact wording of motions, ask for it in writing from the person making the motion. All persons who give reports at board meetings should furnish the secretary with a copy of the report or a summary. Those speaking of specific events or names of organizations and/or other proper names should furnish you with correct titles, abbreviations and spellings.

The exact wording of approved consensus questions should be written into the minutes. When consensus is reached at board meetings, the secretary, together with the resource chairperson and the president, should take care to get it written from the exact

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TREASURER

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

The first thing you need to do is to get your signature on file at the bank(s) where the state League has its checking account(s). By all means, use the name that you use on your own checking account. The state office will send you the necessary forms and after signing, return them to SO. As with most local Leagues, either the president or the treasurer may sign checks. When the president writes a check, you will be sent a voucher giving the check number, amount, etc.

Right after you get your signature on file, get your hands on a copy of the budget and the budget key. These usually can be found in the Convention workbook. If the budget was adjusted at Convention, the budget committee is to send a corrected budget to SO for distribution, but the key in the workbook will still be the only one you will get. The state League uses a departmental system for bookkeeping and the sooner you learn where to put what, the easier your job will be.

In addition to checking, the League usually has some form of reserve account(s). Two signatures are required to withdraw funds from these, so get your signature recorded here also. Be sure to check the following: how much money is in the reserve accounts; where they are located (in what bank, or if C.D.'s, who is in charge of them); how much interest is paid and when; if C.D.'s, what is the maturity date; are they automatically renewed; does the interest accrue; and is it reinvested automatically?

All deposits are made by the state office. If a check is mailed to you, send it to the SO for deposit. You will write most checks and keep all books. While this procedure is frowned upon in accounting circles, it is the only practical way at the present time. All bills for supplies, postage, and the like are received at the state office and mailed to you weekly. As you pay these, you will need to make out a voucher for each one. You will be posting your journal from the vouchers, so take a certain amount of precaution that budget items are correctly identified. Most state board members will use more than one budget category, so if you question the designation on a voucher, contact the member who submitted it and have it confirmed.

You will keep a general journal, a general ledger, a summary of income, and a numerical register of invoices. You will have a bi-monthly payroll and a payroll book set up separately from the general journal. Posting in this will facilitate the filing of state and federal government forms. It will be helpful to have all the previous year's books to use as a guideline for a while.

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

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

State Board Handbook
Treasurer p.2

Preprinted forms from the state comptrollers office are mailed to SO and forwarded to you. You will file one showing tax due to cities and another one for reporting taxes owed to the state. After you complete these forms, attach a check to each for the amount owed and return to the state comptroller.

The state unemployment tax form, which is mailed to SO and forwarded to you, is self-explanatory.

Form 941, a quarterly report of withholding taxes and social security, both that portion withheld from employees' paychecks and the League's matching portion, uses figures taken from the payroll book. You should make deposits monthly and pay the tax by filling in a form 501 (preprinted) and depositing the same with a check at a federal bank.

Annually you will prepare and mail W-2 forms to each employee and prepare a W-3 form (summary of employees) to be returned to IRS with the last quarter's Form 941 (period ending Dec. 31). Penalties and fines are charged when deadlines are not met. A form 990 is due by the 15th day of the 5th month following the close of the League's fiscal year.

Also annually, you will need to file information in response to Form Mar 8503 with IRS. This form lists the information required. A copy of the previous year's reply is in your files: make sure it remains there for the next treasurer.

The annual report for LWVUS is received by SO and sent to you to be filled in. Complete it and return to SO.

Dues notices for members-at-large are sent by the treasurer at the beginning of the month each one joined. A second notice is sent a month later if there is no response to the first. A member is dropped if payment has not been received within 60 days of the anniversary date. You must inform LWVUS, the state office, and the membership/units chairperson when a member is dropped because of non-payment of dues. SO should notify you and the M/U chairperson when dues payments are received.

A budget comparison is due after the close of each quarter of the League's fiscal year. In the event of a board meeting during the interim period, you will also present a comparison at that time.

You will serve on the budget committee and other committees as deemed necessary; however, you carry a heavy portfolio and should be wary of assuming too many extra duties. Have fun!

PROGRAM VICE PRESIDENT

The basic duties of the program vice-president are the same as for all board members of LWV-T. These are to attend all board meetings, regular or called, and to be responsible for participating in policy decisions concerning the overall work of the LWV-T.

Specific duties include these:

1. Calendar planning.
2. Program chairperson training
3. Assuming responsibility for program adoption at the state and national levels.
4. Advising the program chairpersons.
5. Keeping informed of the work of the program committees in order to be able to interpret and promote program items when necessary.
6. Coordinating program committees with each other and with all other League committees.
7. Acting as liaison between program chairpersons and the state president.
8. Approving, along with the president, all testimony, proposed publications, and action.
9. Seeing to it that program chairpersons are familiar with League policy and procedures.
10. Keeping informed about all contacts with state and local counterparts, even though chairpersons may make the actual contact.
11. If delegated to do so by the president, giving testimony on behalf of program items.
12. Acting as contact with local, state, and national board members on behalf of program.

V. AND NOW ACTION

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

- A. Assemble Tools: And Now Action, This Is Our Stand, Action (LWVUS)
- B. Set Your Goals
- C. Make Your Plans--These May Include:
 - 1. Monitoring governmental bodies that deal with the program items.
 - 2. Keeping in touch with legislators and other public officials, supplying them with material explaining the League's positions.
 - 3. Preparing testimony for public hearings. Ordinarily the president of the League speaks for the League, but sometimes someone else with special knowledge of the subject may be appointed by the president to speak. In any case, the particular program committee or chairperson prepares the testimony.
 - 4. Bringing members up-to-date with basic information, periodically, especially new members. One very important vehicle for informing the members is the Texas VOTER. Please use it!
 - 5. Keeping the citizens informed.
 - a. through letters to the editors prepared for the president to sign.
 - b. through letters to the editors from members writing as individuals without mention of the League.
 - c. through providing speakers to Speakers Bureaus.
 - d. through press releases prepared for the public relations vice-president.
 - e. through special events: radio programs; TV shows; video tapes; feature articles; fiestas; booths at trade shows, conferences, workshops, and conventions; sound trucks through shopping centers; slide shows; The sky (and funding) is the limit--BUT your plans must be: a) coordinated with the public relations vice-president, and b) approved by the board.
- D. Make sure that all communications with legislators and other public officials, such as testimony or press releases, are approved by your vice-president and the president.

VI HOW TO REPORT CONSENSUS

After consensus has been taken, the program chairperson is in charge of and must compile and report that consensus to the state board for its approval and adoption. Reports of the consensus to the board must include the following three things:

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

PROGRAM CHAIRPERSONS

Being a program chairperson for the state LWV is a much more important and challenging job than that of program chairperson in other organizations. The life and health of the League of Women Voters depends on the effectiveness of the program for study and action. Program, along with Voters Service, constitute the main purpose of the League. It is an awesome responsibility, but nothing to be afraid of. If you are not, from the beginning, an expert in League program, you will be very soon.

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

A. For Program Development and Study

1. The LWV-T Policy Sheet.
2. Office Policies and Procedures.
3. In League. Immediately read all sections on PROGRAM DEVELOPMENT and on CONSENSUS-POSITION-ACTION.
4. A file on other organizations in the state that might be interested in the item, as well as a file of useful reference works and where you can find them. If your committee does not have such a file, please develop one, maintain it, and pass it on to your successor.
5. List of names of block or committee members.
6. Correspondence with other Leagues; copies to state office, program vice-president, and president.
7. Correspondence with legislators: copies to file, state office, program vice-president, legislative chairperson, president, and, if appropriate, national League office.

B. For Program Action:

1. The consensus position under which you act.
2. Action Guidelines for Local Leagues. LWV-T, September, 1974. (plus any revisions)
3. Action LWVUS Publ. #161.

C. General Tools: Board (or Portfolio) Notebook

(II. GET READY - GET ACQUAINTED WITH YOUR SUBJECT

A. If you are chairing a program already under way, you will receive files from the previous chairperson. Familiarize yourself with the general content of the files. This will also give you a clearer idea of what has been done in state and local Leagues.

B. If you are beginning a new national program, you will start receiving material from the LWVUS office. In the meantime save all relevant news stories, magazine articles, etc., and keep an ongoing file of them by subject matter headings.

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

1. Save a file for yourself.
2. Your files should contain: your Outlook for Work, your bibliography of all resource material used; all material sent in the VOTER; all F&I's and Leaders Guides, minutes of your meetings; and consensus questions and results.

3. The office file should also contain the results of all consensi.
4. Be sure all consensus questions are approved by the board before distribution. After the consensus is taken, the results should go in the Texas VOTER. If you have a national item, make it clear that this is our state League's opinion.
5. You will receive instructions for making annual reports at appropriate times for Convention, Council, and other state board meetings.
6. You will be expected to make pre-board and post-board reports for each state board meeting as scheduled by the state League president.

III. GET SET--ORGANIZE YOUR COMMITTEE

A. What Do You and Your Committee Do?

1. Gather information and prepare material for the general membership.
2. Present material to membership in meetings, workshops, or through publications.
3. Prepare suggested consensus questions for submission to the board.
4. Prepare publications for statewide use.
5. Prepare plans for action in the state for submission to the board, which is then responsible for implementation of the approved plans.
6. Keep in your file not only the material mentioned under II but also new techniques and actions taken, as well as an evaluation of those techniques.

B. What Are Some of the Assignments for Committee Members?

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

IV GO--GET THE MESSAGE OUT

A. Communicating with the Members

1. Prepare articles for Texas VOTER (see Suggested Style Sheet).
2. Action Alerts--a call for members or local Leagues to take individual action, i.e. write or call their elected representatives. All action alerts must be cleared with the president.

B. Communicating with the Board

1. Each program chairperson is requested to submit a report before and after each state board meeting. Ask for general direction, but make your own administrative decisions. The board does need to be informed of plans, recommendations, and activities.
2. Prepare consensus reports.

LEGISLATIVE DIRECTOR

The most important responsibility of the legislative chairperson is keeping the membership informed about pending legislation so that the League can be more effective politically.

The director must also:

1. Understand the legislative process of how a bill becomes a law.
2. Be knowledgeable about League program and positions particularly on the state level.
3. Inspire members to become better acquainted with their legislators and encourage local League members to attend lobby schools and workshops.
4. Maintain a file on all state legislators. These files should contain results of personal interviews, newspaper clippings, campaign materials and letters, ratings, and any other helpful materials.
5. Work to keep legislators informed of League positions, supplying them with League materials at appropriate times.
6. Know and follow applicable lobbying registration and reporting requirements.
7. Be responsible for compiling questions submitted by state board members to be used by local Leagues in interviewing their legislators.
8. Work with state board to set priorities in program area before legislative session. A maximum of four priority measures per session should be designated for concentrated effort.
9. Coordinate and direct the Capitol Corps.
10. Make flexible legislative plans and goals in a pre-session strategy meeting with program core committee and Capitol Corps.
11. Focus on preliminary state of legislation, such as drafting and committee action, when detailed provisions are being formed and before many legislators have taken immutable public positions on the measure.
12. Be discreet. Never quote one legislator to another.
13. Attempt to have state board program chairpersons prepare statements, in advance, for public hearings or committee meetings, in the event someone else will be testifying at the meetings.
14. Be prepared to give testimony in absence of program chairperson or president.
15. Keep the board informed of forthcoming legislative agenda, hearings, voting dates, etc.
16. Attend committee hearings; attempt to establish friendly relationships with the members and speak to them about legislation on League's program.
17. Meet legislators and other political leaders. The legislative director has special responsibility for legislators from non-League areas.
18. Get to know the legislator's staff members, who have influence with the legislators and generally are more accessible.
19. Closely observe the state legislative body. Study bills in light of League position. Decide with committee, composed of program chairperson, program vice-president, president, and Capitol Corps person whether to support or oppose a bill.
20. Keep constant vigil on bills during their course through the

State Board Handbook
Legislative Director p.2

- legislature to see that League positions are protected whenever possible.
21. Issue action alerts according to direction from program chairpersons. Establish a procedure which enables quick mobilization of members when emergency action is needed.
 22. Be responsible for editing the Legislative Newsletter and for contributing some of its material.
 23. Identify other organizations that seek similar legislation and investigate future joint action.
 24. Inform members of their legislators' records.
 25. Evaluate the League's efforts to find out why bills the League supported may have failed and what the League can change in the next session to overcome obstacles, switch votes, or counter its opponents' moves.
 26. Be responsible for coordinating activities in the legislative office.

ORGANIZATION VICE PRESIDENT

The state board (through the organization vice-president) is responsible for the health and welfare of the local Leagues in Texas, and for the organization of new Leagues. The organization vice-president's responsibility is to supervise and coordinate the efforts of the state board in guiding the League toward the best possible structure and procedures for carrying out the purpose and policy of the league.

The organization vice-president has the following duties:

1. Establish contact and rapport with local Leagues. Maintain contact with local Leagues, when necessary, in problem areas. Initial contact is made through state Convention, Council, area workshops, or through letters.
2. Plan the president's workshop for state Convention and Council, and other workshops pertaining to areas of reorganization.
3. Read minutes and VOTERS of all Leagues, as a means of learning their strengths and weaknesses, recognizing areas of possible need, and developing knowledge of techniques that may be useful in carrying out the purpose and program of the League.
4. Maintain historical and current files for each League. These include annual reports, pertinent correspondence, minutes and VOTERS, local board lists, programs, bylaws, and budgets.
5. Read and give attention to reports of trainers.
6. Assist Leagues with problem-solving by consultation and referral to appropriate state board members in specialized areas. Whenever possible, assist the state board members in their contacts with Leagues in their portfolios--i.e., help with workshops, etc.
7. Answer inquiries about organization from communities in which there are no Leagues. When it appears likely that the interest is substantial, assign and work with an adviser to see that proper steps are taken. Take responsibility for all reports (including the interim report to be worked out with the adviser) and for getting requests for provisional and local League recognition in to proper boards in time for prearranged schedules.
8. Assist Leagues wishing to change the basis of their organization in following established procedures and supplying the requested information. Recommend the change in basis of organization to the state board for its consideration.
9. Be responsible for proper procedures in withdrawal of recognition of a League.
10. See that all guidelines in regard to organization (Organizing Provisional Leagues, State Board Visits to Local Leagues, etc.) and State Board Handbook are kept current.
11. The organization vice-president should also keep abreast of current program, Voters Service, public relations, and financial responsibilities of the League.

LEADERSHIP DEVELOPMENT DIRECTOR

The duties of the leadership/development director are:

1. Prepare organization material for President's Packet for Council and convention. This should contain:
Board trainer assignments
Consultant assignments
Information needed for trainers
Suggested schedule for board training
Request for board training
2. Arrange for the training of trainers, consultants, and advisors.
3. See that trainers' handbook is kept current.
4. Arrange for local League board training sessions. State board members are utilized whenever possible. If that is not possible, former state board members or knowledgeable and experienced Leaguers may be assigned. Approval prior to assignment of trainers shall be secured from the president and organization vice-president.
5. Read and give attention to reports of trainers.
6. Set up consultant system, assign consultants, read reports, and prepare State of the Leagues report quarterly (before each state board meeting). Approval, prior to assignment of consultants, shall be secured from the president and organization vice-president.
7. Read minutes and VOTERS of all Leagues as a means of learning their strengths and weaknesses and areas of possible need.
8. Whenever possible assist the state board members in their contact with Leagues assigned to them i.e., help with workshops, etc.
9. Keep abreast of current program, Voters Service, public relations, and financial responsibilities of the League.

MEMBERSHIP /UNITS

I. MEMBERS-AT-LARGE

These are members of the LWV-T and LWVUS because they reside in an area where there is no recognized local League. Their dues are determined by and operate under the LWV-T bylaws. The state membership/units chairperson recommends, with board approval, the publications they receive. A standing order for MALs and members of UALs should be filed with the state office secretary each June. This presently consists of: (1) the state board report summary and calendar, (2) the LWV-T VOTER; (3) the state Legislative Newsletter, (4) each new issue of the state publications catalogue, (5) fifty copies of each printing of Voters Guides, (6) the call to state Convention or Council, including reservation blanks, (7) each state Action Alert, (8) each state F&I as it is published, (9) each national F&I as it is published, (10) the state board list and any corrections and additions, (11) each newly issued Voters Key, Your Elected Officials, and other applicable Voters Service publications at the state level. In addition, the Units-At-Large should receive one copy of any new Leaders Guide and all MALs should receive copies of the state consensus questions.

After a letter of inquiry about membership is received, state office will send: (1) a letter of invitation from the membership chair, (2) a copy of Facts, (3) the single sheet listing of the Adopted State Program, (4) a Voters Key, and (5) a membership application form.

When dues for a new member have been received, the state office informs the treasurer and the M/U chair of the name, address, and date paid. State office then sends out the new member packet, consisting of: (1) the state and national program fliers, (2) the most recent state VOTER, (3) the most recent state and national publications catalogues (if there is a national catalogue separate from the national VOTER), (4) one copy of the most recent WHEN YOU WRITE TO WASHINGTON, (5) a letter of welcome from the state president, and (6) the state board list. Should the member join in April or May, state office will wait until after Convention or Council before sending out the board list and the program flier.

If any additional material is approved by the board for mailing to MALs, the M/U chair must send an office work request to the state office. Whenever material is mailed, including what is on the standing order and the new member packet, state office sends a statement of costs (including postage) to the treasurer for posting and to the M/U chair for her record keeping.

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

II. UNITS AT LARGE

These are composed of ten or more members-at-large who reside in an area where there is no recognized local League. These persons meet and operate as a unit of the LNV-T, using the Guidelines for Units-At-Large, in the LNV-T ORGANIZATION GUIDELINES, Jan. 1976. The membership/units chairperson is their adviser and liaison to the state board.

Dues for members of the UALs is the same as for other members-at-large, as determined by the LNV-T bylaws. The treasurer of the unit collects the dues and sends them to the state office. The LNV-T treasurer sends dues notices annually to the chairperson of the Unit-At-Large and notifies state office and the M/U chair when dues are paid, members added, or members dropped. This information is part of the monthly report to LNVUS on all MALS.

The mailings listed above for MALS applies as well to those who are members of a UAL, except that they are all sent together to the chairperson of the UAL for distribution to the members. All other procedures also apply to the UAL.

III. PUBLICATIONS FROM LNVUS

When LNVUS publications are ordered for members-at-large and units-at-large, the M/U chair completes the order form and six carbons, sends the order to the treasurer for prepayment, and the treasurer sends it on with check to LNVUS. The carbons go to the UAL chair, the treasurer, state office, the president, the organization vice-president, and the M/U file. These orders are sent to state office for distribution to MALS.

IV. LOCAL LEAGUE MEMBERSHIP/UNITS CHAIRS

The membership/units chairperson serves as resource for these portfolio chairpersons for local Leagues.

Membership concerns recruitment, orientation, involvement, and retention. Aids for membership may be presented in state VOTER articles, in state board reports, and in memos.

Units are structured primarily for discussion. However, they may be organized for program research and study, update, consensus, action, Voters Service, new members, or any other LNV special purpose, as designated by the local League. The state board M/U chair is called upon most frequently for discussion leader and recorder training.

POLICY GUIDE

The state board reviews the policy sheet annually and may alter, eliminate, or retain any or all parts of it.

The chairperson's duty is to:

1. Set a deadline, at the June board meeting, for board members to send recommendations for changes in the policy sheet (possibly two weeks prior to September pre-board date).
2. Compile all suggestions and send out with pre-board reports.
3. Discuss and adopt changes at the September board meeting.
4. Send corrected policy sheet to state office for distribution to state board members.

BYLAWS

LOCAL

Receive copy of proposed amendments to local bylaws from local Leagues by November 15 for comment and advice.

STATE

1. In September board report remind local Leagues to send proposed bylaws changes at least three months prior to Convention.
2. Ask for proposed changes from state board members.
3. Compile proposed bylaws changes and send to state board members with January pre-board report.
4. Discuss changes and adopt recommendations of proposals at the state board meeting.
5. Submit proposals to the national board.
6. Prepare proposed bylaws changes with notations of those recommended by local Leagues and state board, those not recommended by state board, and explanation of reasons for recommending or not recommending.
7. Check deadline for material for Convention workbook.
8. Present proposed bylaws changes at state Convention.
9. Prepare corrected copy for printing.

NATIONAL

1. In September board report remind local Leagues to send proposed bylaws changes to national at least three months prior to national Convention.
2. Remind state board members to consider changes.
3. Discuss and consider proposed amendments at January board meeting.
4. Send suggestions three months prior to national Convention.

PUBLIC RELATIONS VICE-PRESIDENT

The Public Relations Vice President has the major responsibility of assuring that the work of the League is known and appreciated throughout the state. It is also part of this person's area to facilitate internal public relations--that is, state league to local league, local leagues to other local leagues.

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

Voters Service
Development
Publications, Special Project
Texas VOTER

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

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

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

Rule #1 SPLIT THAT PERSONALITY! (YOURS)

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

Rule #2 MAKE EACH PRESS RELEASE COUNT!

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

Accept telephoned requests from state board members for releases on fast-breaking and important news, but be sure to get all the facts.

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

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

**Rule #4 CLEARING WITH THE PRESIDENT EVERY RELEASE OR
ACTIVITY BEFORE YOU SPRING IT ON THE WORLD.**

And so that local Leagues may keep informed...

**Rule #5 REQUEST THE STATE OFFICE TO SEND A COPY OF THE RELEASE
TO EACH LOCAL LEAGUE.**

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

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

Publications, Special Project
Texas Voter

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give a few sentences describing the important points to be made.
Include a deadline on the form (say, two weeks before the desired
date for release).

Accept telephoned requests from state board members for releases
on fast-breaking and important news, but be sure to get all the facts.
Rule #3 INVOLVE ALL STATE BOARD MEMBERS IN THE PUBLIC RELATIONS
PROCESS

(27)

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

(28)

CITIZEN INFORMATION/VOTERS SERVICE

The obvious first step as CI/VS director is to outline the statewide elections for which Voters Service must be provided. These would include party primaries, general elections, constitutional amendments elections, etc. Once these necessary commitments are delineated, begin immediately to plan for Voters Guides as well as for voter registration drives and get-out-the-vote campaigns. Election Voters Service is only one part of the total CI/VS responsibility, but the first questions from local Leagues will be on this subject, so make a strong effort to be prepared.

The other half of the total responsibility is for citizen information, a concept that should not be too narrowly defined. The aim is to inform the individual as a citizen, not as a voter only. Nonpartisan information and service are League hallmarks. The pairing of citizen information with Voters Service suggests enormously increased possibilities for League to do better than ever what League has always done best of all.

As soon as possible, organize an off-board CI/VS committee. Small committees work better than large committees. Involve the committee by sharing your thoughts and seeking theirs. When presenting CI/VS concerns to the state board, bring the recommendations of the committee whenever possible. This can shorten the time necessary for the board to make decisions.

Within the state board itself, the CI/VS director maintains close contact with the public relations vice-president, the publications chairperson, and the treasurer. Budgetary considerations play a large part in CI/VS plans. An additional and especially close working relationship must exist between the CI/VS and the Voting Rights directors.

The most important part of this job is to be open and responsive to the needs and desires of the local Leagues. It is at the local level that citizen information/Voters Service activities have the most impact, and it is the interest and involvement of the local Leagues that will determine success or failure. The emphasis should be on listening and serving the local Leagues. Your creative ideas could provide your most valuable service.

THE TEXAS VOTER EDITOR

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

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

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

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

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

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

DEVELOPMENT DIRECTOR

The LWV-T cannot expect to operate and achieve its aims without adequate funding. In order that the League be adequately financed, the development director is charged with:

1. Stimulating awareness of financial capabilities and resources at all League levels
2. Fostering understanding of the League's integrated financial structure.
3. Developing the techniques necessary for reaching sources of financial support
 - a. direct contributions from individuals, corporations, foundations, and unions:
 - 1) solicitation calls are made by the development director and members of the development committee.
 - 2) the director develops the prospect list, cultivates prospects, recruits solicitors for the committee, prepares an annual report, and assigns solicitors.
 - b. selling services to public or private agencies (e.g., election night reporting, conducting surveys, training election officials, preparing educational materials for schools, developing workshops and conferences).
4. Organizing the development committee into subcommittees, such as:
 - a. research
 - b. methodology
 - c. solicitation
 - d. local League assistance (provide tools, information, and contacts for use by local counterpart)
 - e. grants programs
5. Suggesting sharing/incentive guidelines for sharing funds with local Leagues.

GUIDELINES FOR OFF-BOARD COMMITTEE CHAIRPERSONS

- Should attend appropriate state board committee meetings whenever possible.
- Should receive all state agency mailings pertaining to her portfolio.
- Should send state program vice-president a monthly summary of actions and possible articles for ENVIRO-NOTES.
- Should keep in contact with nearby state board members.
- Should prepare, clear with appropriate board member, and file copies with all related board people, any testimony for public hearings related to her portfolio.
- Should be prepared to answer questions on behalf of LWV-T when presenting a statement at public hearings.
- Should find local League persons to appear at various public hearings and aid them in preparing testimony (to be cleared with off-board chairpersons and board counterpart before being delivered).
- Should communicate with local League counterparts on matters relating to portfolio, with reports or copies of these communications sent to program vice-president and/or state board counterpart.
- Should receive all mailings from state office which are sent to state board members.
- Should receive copies of all local League VOTERS.
- Should prepare pre-board and post-board reports.
- Should be notified in writing by Texas VOTER editor of deadlines.
- Should receive copies of state board minutes, pre-board and post-board reports.

PUBLICATIONS

As publications chairperson on the state board you will be responsible for the publishing of the Texas VOTER, Facts and Issues, Voters Service materials, general membership materials, and program updates. These will be written by others and you will see that they are printed properly. You will be responsible for a publications catalog, which should be reissued every six months. You and your committee (you should have one to help with proofreading) will also be responsible for a publications booth at Council, Convention, on Lobby Day, and at any other large League gathering. Here are some suggestions you may find helpful:

I. THINGS TO DO AS SOON AS POSSIBLE

- A. Buy a good book on printing; read and understand it.
- B. Contact two or three reputable and reliable printers in your community, explain your League job, and show them sample publications. Determine their ability to handle the job, get estimates, and choose one printer for all your work. Take into account accessibility and transportation time.
- C. Familiarize yourself with state office procedures and policies regarding board communications with local Leagues, including state board reports, DPM's, and PM's. Evaluate them.
- D. Inventory publications in stock; see what is or is not selling and why.
- E. Buy a book on grammar and punctuation. Make good use of it, as well as of the Suggested Style Sheet.
- F. From the wealth of publishers' promotional material you receive, use your own judgement about including a description, price, and name of publisher in a president's mailing, with a copy to the League publications chairperson.
- G. Upon request, send a local League presidents list to other state Leagues that sell calendars, posters, buttons, and the like.

II. URGE YOUR BOARD TO CONSIDER THE FOLLOWING Guidelines for Submitting and Considering Proposals to Publish:

A. Purpose

1. Program action? program study? voter education?
2. Target area? areas?
 - a. members
 - b. media
 - c. legislators or officials
 - d. contributors
 - e. courtesy list
 - f. special interest groups
 - g. concerned individuals
 - h. public at large

B. Distribution

1. How many copies to each group? (See 2. above)
 - a. free copies
 - b. copies at cost
 - c. copies for profit
2. When to distribute?
 - a. when will it be timely? obsolete?
 - b. when can it be reprinted?
3. How to distribute?
 - a. with the Texas VOTER?
 - b. other?

C. Costs

1. Is the form economically feasible?
2. What additional costs will there be?
 - a. for research
 - b. for preparation
 - c. for promotion
 - d. for distribution
 - e. for office overhead
3. What will be the cost of copies for sale?
(Divide the total cost by the number you plan to sell, not by the number that are printed.)
4. What will be the cost of free copies?
(Divide the total cost by the number you plan to print.)

D. Sales

1. Appropriate selling price?
2. Profitable number of sales?
3. Projected profit?

E. Funding

1. Possible outside sources?
 - a. consult chairperson for the item
 - b. coordinate efforts with development chairperson
2. League as the source?
 - a. why?
 - b. how?

F. Timetable

1. Completion of research
2. Preparation for printer
3. Preparation for distribution
4. Completion of distribution

G. Final Board Considerations

- Will this publication be:
1. The right thing?
 2. At the right time?
 3. At the right price?
 4. For the right reasons?

III. SOME GENERAL TIPS

All copy you receive for publication should be fairly clean and accurate as to content and punctuation. The Suggested Style Sheet (July 1973) should be followed as much as possible. You will not edit but will confer with the author of copy if it is too long or has other problems. Proof the copy carefully before taking it to the printer. Messy galleys are very difficult and time consuming.

Finally, remember that time is always a problem in the printing business. It may take two or three weeks for the printing of an F&I, so ask for your copy at least a month before the expected publication date.