

State Board Handbook

A Manual for LWV-TX

Board of Directors

Revised 2009

League of Women Voters of Texas

League of Women Voters of Texas Education Fund



League of Women Voters of Texas

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STATE BOARD HANDBOOK

Revised April 2009

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Congratulations and welcome to the **board of directors** of the **League of Women Voters of Texas**. You are about to embark on one of the most exciting volunteer jobs you will ever have!

Your commitment to the League, your willingness to carry out its purposes, and your belief that citizens can make a difference are as important to your success as a board member, as is your ability to learn your position and do it well.

This State Board Handbook is designed to help orient you to the State Board. You will find the handbook useful many times in the coming months.

LWV-TX AND LWV-TEF -- DUAL ORGANIZATIONS

By virtue of your service on the LWV-TX board, you will be elected a trustee of the completely separate LWV-Texas Education Fund (LWV-TEF), made up of those officers and directors serving on the LWV-TX board. The LWV-TX and LWV-TEF are policy-making bodies as well as working boards. *Board members, with staff support, carry out almost all of the activities for which each board is responsible.*

The LWV-TX board serves as the policy-making body for the LWV-TX, which includes all members of local Leagues and Members-at-Large in Texas. LWV-TX is a membership and lobbying organization, classified by the Internal Revenue Service (IRS) as a 501(c)(4) organization. LWV-TX is tax-exempt but donations to it are not tax-deductible as charitable donations. LWV-TX, which grew out of the Texas Women's Equal Suffrage Association, was established in 1919 at a convention in San Antonio. LWV-TX predates the national League (LWVUS) by several months. LWVUS began as a federation of existing state Leagues. The LWV-TEF board manages the charitable and educational trust set up by the League in 1966 to carry out Voters Service and citizen education activities. LWV-TEF *never* lobbies. LWV-TEF, a 501(c)(3) organization, is a public trust and has no members. LWV-TEF is tax-exempt, and donations to it are tax-deductible as charitable donations.

The IRS refers to organizations such as ours as *dual organizations*, and it monitors our activities carefully to ensure that we do not abuse the privilege of being able to accept tax-deductible contributions for LWV-TEF. *As a State Board member, you are responsible for understanding the differences between the two organizations and managing each properly.*

Please refer to the following two publications for additional information about LWV-TEF:

- *Handbook: Local League TEF Projects*
- *Handbook of Policies and Procedures for Trustees of the League of Women Voters of Texas Education Fund.*

The two organizations are interrelated in several ways, an interrelationship most noticeable when you examine both budgets. LWV-TEF owns the office space in Austin at 1212 Guadalupe Street and LWV-TX pays rent to LWV-TEF to share the space. LWV-TEF pays LWV-TX for services performed on its behalf by the staff and for its share of projects or activities that serve both organizations. For example, LWV-TEF pays LWV-TX for the column inches in the *Texas VOTER* for articles dealing with LWV-TEF activities. Careful accounting assures that each organization pays what it should, and only what it should.

HOW THE STATE BOARD IS ORGANIZED

Delegates to LWV-TX Convention elect a President, Advocacy Vice President, Program Vice President, Organization Vice President, Public Relations Vice President, Secretary, Treasurer, and six Directors for the upcoming biennium. The bylaws allow up to seven additional Directors to be appointed by the board. Current practice is to appoint the state study chair to the board as a Director.

At its annual summer meeting, which is the first board meeting of the biennium, the LWV-TEF trustees elect from among themselves a Chair, Vice Chair, Secretary, and Treasurer. For functional purposes, both boards have four committees in common:

- **Citizen Education and Advocacy Committees (CE/ADV)**
- **Development and Marketing Committee (D&M)**
- **Fiscal Management and Administration Committee (FM&A)**
- **Services to Local Leagues Committee (SLL)**

The committee system was instituted in 1987 to make the board function more efficiently and has worked extremely well. Because their functions are so interrelated, the CE and ADV Committees routinely meet jointly.

In addition to serving on one of these board committees, board members are asked to serve on various standing and *ad hoc* committees. At the summer board meeting, two board members will be appointed to the **Nominating Committee**. Several will be appointed to the **Budget Committee**, which will be chaired by a non-board member. Both board and non-board members can serve on the **Program Review Committee**. If a study is adopted at Convention, a **Study Committee** will be appointed. These committees meet or work through email at times other than those set for board meetings. *Ad hoc* committees are appointed as the need or interest arises.

Each board member will be assigned to one of several State League committees that regularly meet at board meetings:

- **Convention/Statewide Conference Planning Committee** works closely with the SLL committee, the State Office, and the local arrangements chair to coordinate Convention activities.
- **Policies/Bylaws/Rules Committee** reviews the *Policies & Procedures: A Manual for State and Local League Boards* and LWV-TX and LWV-TEF bylaws, monitors national and local bylaws, and advises on Convention rules.
- **Long Range Plan Committee** monitors implementation of the Long Range Plan and designs and proposes periodic new plans.
- **Website Committee** works with staff and the other committees to provide policy and oversight suggestions for the use and updating of the LWV-TX website.

LETTING GO: THE TRANSITION FROM LOCAL LEAGUE TO STATE BOARD

In many ways, service on the state League board is like service on a local League board--both are multi-issue, nonpartisan, and grassroots-based. At *all* levels, the League shares the same mission, has more opportunities than resources, and its board members are dedicated, talented, stimulating people with whom it is fun to work.

In other ways, service on the state board differs markedly from service on a local board. There are more procedures for clearance and more editing, *which is often a big adjustment for those accustomed to the independence experienced by most local League presidents*. There are fewer meetings and phone calls—**but lots more email!** Instead of being concerned with one small, medium-sized, or large local League, you now must consider the needs of all the members in local Leagues of varying size plus several Member at Large (MAL) Units around the state—members whom you seldom or never see. Because the board meets in person no more than four times a year, much of your work must be done between meetings. You must be both a self-starter and willing to take the advice of others before you act.

With a little care, the transition from local League to State Board should be smooth. While all State Board members remain active in their local Leagues, you are bound to have mixed emotions about *leaving* your League to begin your State Board service. You've nearly worn yourself out making your League an exciting, active, meaningful organization for members and the community. Now, you must *let go!*

Friends may pressure you to continue to serve on your local board. Although nothing absolutely forbids your doing so, it is a NOT a good idea to accept that local board position. Even if you find that your State Board job is not very demanding at first, please remember that it's the whole enormous state you're now concerned with, and thousands of League members and Texas citizens need your skills and knowledge. *As a member of the State Board, you are expected to give your state League responsibilities priority over your local League obligations*. Serving on both the State Board and your local board simultaneously may result in conflicting priorities and stressful competition for your time and energy. Consider limiting your local League activity to non-board tasks. There are always plenty of opportunities to help your local League without being on the board!

By all means, attend local League meetings and other events, but, as much as possible, refrain from being your local League's State Board resource person. Staying off the local board, refraining from advising on everything imaginable, and allowing new local leaders to assume responsibility will help make your relationship with your local League a comfortable and productive one.

TAKING HOLD: YOUR FIRST MONTHS ON THE STATE BOARD

"Letting go" as a local League leader is a gradual process. How nice it would be if "taking hold" were also gradual! The following orientation to your first months on the board and your first board meeting may help you adjust more easily.

Gradually, you will learn how much time you can devote to community activities while carrying out your State Board responsibilities. The state League does not ask that you ignore your job or your family, *but we do hope that you will make State Board service your major volunteer activity, or at least one of your most important volunteer activities!*

Terminology

If you thought the League overindulged in acronyms before, wait till you start reading board correspondence and listening to board members' conversations! Brush up on your program acronyms by consulting the list in *Program Perspectives* (LWV-TX).

Carefully read, in the *League Handbook and Directory*, the LWV-Texas Style Sheet, Commonly Misused Words, Writing Tips, League Lingo, and League Acronyms. We have a few idiosyncrasies.

Learn to recognize the state League by all its names and acronyms. ***The League of Women Voters of Texas*** is also known as *the state League*, LWV-TX, and *T*. Please note that *League* is always capitalized and that our abbreviations use a hyphen between LWV and TX, unlike LWVUS. ***The League of Women Voters of Texas Education Fund*** is also known as *the Education Fund*, *the Ed Fund*, LWV-TEF, and *TEF*. We do not refer to it as *the League*, because that refers to LWV-TX.

State Board members save time by writing and speaking in jargon and abbreviations. One first-year board member admits feeling overwhelmed by "the committee acronyms on the preboard agenda and materials and in the minutes! It's **alphabet soup!**" Board members are usually referenced by their initials (KN, PC, SF), and even the State Office goes by SO. The committees on the State Board are not the same as those of the local board, so there is the need to explain the first use of CE/ADV or SLL. Acronyms for State Board members only are used to simplify intra-board communication. For example, LIST stands for LWV-TX Information, sent monthly. CC means Committee Chair. Do not presume that members and the public know what we are talking about. Use jargon and acronyms judiciously for other audiences and always explain each term the first time it is used.

Things to Read First

- *In League*, the LWVUS publication, is the best introduction to the League. Consult *In League* on line, or print it out from the LWVUS website if you prefer a hard copy.
- *State Board Handbook*
- *Handbook: Local League TEF Projects, revised 2005*

- *Handbook of Policies and Procedures for Trustees of the LWV-Texas Education Fund.*
- *LWV-Texas League Handbook and Directory*--take the time to study the contents of this excellent tool, which contains more than just names and addresses! For instance, in addition to the style sheet mentioned earlier, it also contains the LWV-TX bylaws, the current budget, and the congressional, state senatorial, representative, and board of education districts of local Leagues and Member-at-Large Units.
- Convention Workbook (most recent)
- *Program Perspectives and We Support* (current edition). These are usually revised in the summer after Convention.

After your appointment to a board committee, make contact with your predecessor to arrange transfer of the files. Don't panic at the number of file boxes or electronic records you may receive, but derive comfort from the fact that they (should) contain a history that will make your job easier. Resolve firmly at that moment to continue your good filing habits or to mend your ways if you are more of a "piler" than a filer.

Your "Co-workers"

Prior to the summer board meeting, each board member will be appointed to serve on a board committee. Appropriate officers chair the committees. Committee chairs provide guidance, should be consulted before undertaking most activities, and need to be informed periodically about committee members' work.

While the president is always available to board members, League members, the world, etc., she/he is unable to oversee directly everyone's work. *The committee system works best when committee members make every effort to work through their committee chairs. The president will do the same.*

Talk to your predecessor(s) as often as needed to make use of their experience and obtain necessary guidance. Because the State Office is the first place to which League members and the public turn when they want to talk to the state League, the staff plays a key role in the functioning of the state League. Keeping staff members informed and seeking their advice is essential, while recognizing that the staff consists of only two full-time people and occasionally part-time intern(s). Copying the State Office on appropriate emails is an effective way to let them know what is going on. Reading the section in this handbook on what the office does will help you learn how to use (but not abuse) this wonderful resource.

Last, but not least, remember State Board members are leaders of the state League, which is composed of thousands of members, who may call on you for help (or to complain) *before your feet are even wet!* Be helpful, but don't be embarrassed to ask your committee chair, the president, or the State Office staff for guidance when you are not sure how to proceed.

YOUR ONGOING RESPONSIBILITIES AS A BOARD MEMBER

The first responsibility of a board member is to carry out the purpose of the League in keeping with the bylaws and League policies and procedures. The board as a whole must provide leadership and must ensure that proper attention is given to the two items every organization must have to carry out its purpose--*members and money*. On the State Board, the Services to Local Leagues (SLL) Committee has a component that focuses on membership. Fundraising is an important element of the Development and Marketing (D&M) Committee. Because these two areas are essential for a strong, viable League, board members are challenged to consider membership and funding possibilities and ramifications of every project under consideration.

In order to be effective, the state League adopts and implements Long Range Plans for LWV-TX and TEF. Long Range Plans guide our work for a specified number of years. Each board member will be expected to share total board responsibilities and carry out specific tasks to implement the mission, goals, objectives, and strategies of the Long Range Plan. Priorities will be set at the summer board meeting and reevaluated the following summer.

The State Board serves as the link between the local and the national levels of our tri-level organization. The State Board is the public persona of the League in statewide activities and in state government in Texas.

Your First State Board Meeting Most new board members approach their first board meeting with an equal mixture of enthusiasm and apprehension. They are excited about the opportunity to carry out the League's purpose in a new and challenging way, but may have concerns about their qualifications for their new positions. In addition, the sheer logistics of leaving work and/or home and spending more than two days with strangers may seem overwhelming.

The first board meeting will be a combination of a retreat, a training, and a time for committees and the board to meet and make decisions. The preboard, emailed to board members one week prior to each board meeting, provides background for board members regarding decisions they will be asked to make. *The preboard material is one of the major reasons that the State Board is able to accomplish so much, so easily at its quarterly meetings.*

Board meetings are intense, and nothing will prepare you for the exhaustion you are likely to feel even after a "good" board meeting. The good news is that, eventually, we all become more comfortable and are able to pace ourselves better. Board meetings start on time and end on time. But from start to finish, private moments are rare. Even when committee meetings and plenary sessions end, you'll find board members draped over the furniture in a too-small room philosophizing about the League and discussing the world's problems. (Don't these people ever sleep?) Even meals are not sacrosanct!! Board members generally go out to dinner or have food brought in on Friday and Saturday evenings and, of course, continue to talk shop. The same is true as they meet for breakfast each morning or when gathering before dinner. Lunch on Saturday is a working lunch, as board members eat in the meeting room amidst their rapidly growing piles of notes and papers.

In both committee meetings and plenary sessions, you will learn more about the League and its

activities than you ever thought possible. You will be asked to make decisions on important matters that can affect local Leagues across the state and for years to come. You will quickly learn the value of the limited time we have available for each meeting, and will learn to work as effectively and efficiently as possible--keeping committee work in committee and out of plenary sessions. Each person's opinion and perspective is important, but board members also learn to save time by making contributions to the discussion concise and non-repetitive. Above all, you will learn to anticipate board meetings eagerly, because they are stimulating, satisfying events, and because they actually are fun!

Board Meetings The board meets four times a year. Meetings include both committee meetings and LWV-TX and LWV-TEF plenary sessions. Board meeting dates are determined in consultation with all board members and are set ahead for each fiscal year. Except for the first meeting, the meetings are held in Austin at moderately-priced hotels. The spring meeting of even-numbered years is held in conjunction with Convention at the Convention site.

For most board/committee meetings, members begin to arrive at the hotel on Friday afternoon and after dinner, meet as a Committee of the Whole. Board committee meetings (CE/ADV, D&M, FM&A, and SLL) begin Saturday morning. Plenary sessions are usually scheduled Saturday afternoon and Sunday morning. Standing committees meet after at various scheduled times. The weekend's complete agenda is emailed to board members as part of the preboard material.

It is extremely important to attend all parts of all board meetings. Your contributions are needed throughout the meeting. If the board is to be representative of the membership as a whole, each board member needs to take part in every decision, whether or not it is your area of personal responsibility or expertise. If you must miss all or part of a meeting, notify your committee chair and the President as soon as possible to discuss the effect your absence will have on the meeting.

To reduce costs, board members generally share rooms. Private rooms are available by request and at the board member's expense. The President assigns roommates and the State Office makes hotel reservations, which are direct billed to LWV-TX. Board members are responsible for phone calls and incidentals charged to their room. Transportation, meal, and child care costs are reimbursable according to the schedule found in the *Policies & Procedures: A Manual for State and Local League Boards*. Because the board meeting budget is slim, members travel as cheaply as possible, carpooling whenever they can.

Money Matters Fiscal responsibility is important to the League. Each board member is responsible for monitoring the budgets of both LWV-TX and LWV-TEF to ensure that they meet goals and that expenses do not exceed income. Read the treasurer's report before each board meeting, and ask questions about things you may not understand.

Identify budget items associated with your specific board responsibilities. You must stay within your budget unless the board gives permission to exceed it. To do so, the board must consider whether money is available in other line items or determine a way to adjust the budget to meet your needs. *The budget must always balance.* Note that in the LWV-TEF budget, some of our major projects do not take place at all unless we raise money for that specific purpose.

Committee chairs have a particular responsibility to oversee the budget of those on their committees. Please note that others may charge expenses to "your" line item. For example, administrative expenses incurred in relation to your project may be billed to your line item.

Personal Expenses In order to be reimbursed for your personal expenses, you must submit a voucher (**see page 9**) and receipts. Vouchers should be submitted to the Treasurer on a regular basis, but no later than 90 days after incurred.

The League is fortunate to have a number of board and off-board members who do not ask for reimbursement of all expenses. There is a place on the voucher form to indicate this option. Unreimbursed expense reflects the true cost of our work and is important to the League, and especially impressive to potential contributors. It is, however, optional and private; only the Treasurer knows who does or does not get reimbursed.

TEF Projects During your term, you may serve as the supervisor for one or more local League LWV-TEF projects. See the (1) *Handbook of Policies and Procedures for Trustees of the Fund* and (2) *Handbook: Local League TEF Projects* to learn more about your responsibilities in this area. The Treasurer or President is also available to give you guidance.



LEAGUE OF WOMEN VOTERS OF TEXAS - EXPENSE VOUCHER

1212 Guadalupe, #107
Austin, TX 78701

Fax (512) 472-4114
lwtexas@lwtexas.org

Date _____
Name _____
Address for check: _____

Organization	
LWV-TX	
LWV-TEF	
Split	

EXPENSE		Program or Category (optional)	Amount to be reimbursed	Amount not to be reimbursed
Date(s)	Purpose			
Subtotal				

AUTO MILEAGE EXPENSE				Program or Category (optional)	Amount to be reimbursed	Amount not to be reimbursed (in-kind rate)*
Date(s)	Purpose					
	Miles driven:		Rate	Expense		
			\$ 0.140			
			\$ 0.445			
	Miles driven:		Rate	Expense		
			\$ 0.140			
			\$ 0.445			
	Miles driven:		Rate	Expense		
			\$ 0.140			
			\$ 0.445			
Subtotal						

* Contributor will use in-kind rate for tax deductions;
Treasurer will use LWV rate for financial reporting.

TOTAL		
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BECOMING AND STAYING INFORMED . . . AND INFORMING OTHERS

Materials and Supplies At the first board meeting, the state office staff members will make available stationery supplies, including LWV-TX and LWV-TEF letterhead and envelopes, informal stationery, etc. A template is available on line. Upon request, the State Office staff replenishes these supplies, usually by bringing them to board meetings. If you can't wait until a meeting, ask the office to mail supplies to you or pick them up when you are in Austin.

Remember to use LWV-TEF stationery for LWV-TEF items only. LWV-TEF stationery is used for information regarding *Voters Guides*, forums, debates, etc., but never lobbying or action. Utilize the formal red, white, and blue letterhead when you want to make an impression on the public or local Leagues.

League Publications Needed for Your Files Board members find that the state publications listed in the earlier section, "Things to Read First," are helpful throughout their term of office. You can access them on line and print a hard copy if you desire. At your request, the State Office will give you at board meetings or send you updated versions of these publications. In addition, you will find copies of the *Texas VOTER* helpful (start saving now).

LWVUS Publications LWVUS materials, such as *Impact on Issues*, are available on the LWVUS website at www.lwv.org. Click the "Members Only" button and enter your password. These materials may be printed or downloaded.

To File or Not to File Each board member must decide how to organize information in a manner best suited to her/his working style. Because board members now receive most information via email, an electronic filing system may be best. Others may feel a need for a paper filing system. Any system should be simple to use and easy to access, and one which your successor will be able to use as easily as you do. Although it is not necessary to save everything (the State Office maintains official files of minutes and other publications), files should, at a minimum, contain information related to each board member's responsibilities.

Voters, *Voters Guides*, preboards, agendas, LIST (League Information Service-Texas) memos, Convention workbooks, and board minutes are examples of materials generally of long-term use. Materials relating specifically to your board position will also prove useful to you, and to the people who serve in that position in the future.

Communications with the Board, Staff, Leagues, and the Public Good communication is essential to the effectiveness of any organization, so it should come as no surprise that the League has a vast communications system that requires much more of you than just getting the right tools into your files.

Board-related Business and Mailings

You will receive, beginning with your first board meeting:

- LWV-TX and LWV-TEF minutes
- LWV-TX and LWV-TEF treasurer's reports
- Preboard

In addition, you will receive

- Periodic memos from the President
- League Information Service—Texas (LIST) and other mailings sent by email to local League Presidents/Contacts, MAL Unit Presidents, Program Chairs, and other leaders
- Memo from the State Office staff

Editing

Board members communicate with each other, the staff, local Leagues, Members at Large (MALs), and the public. To promote quality in our communications, a style sheet was developed. *We edit and re-edit* all materials, and we consult other board members to clear certain communications before release. Generally speaking, you are on your own when you communicate with the other members of the board. However, the greater your audience, the more quality control (editing) from other board members and the staff you can expect.

The following items WILL be edited:

- Action items (Action Alerts, testimony, action correspondence, *Legislative Newsletter* articles);
- Grant proposals and development letters;
- Memos for communications with local Leagues;
- *VOTER* articles;
- *Convention Workbook* material;
- Material for ALL publications (*Annual Report*, *Program Perspectives*, *Handbook and Directory*, *We Support*, *Voters Guides*, etc.)

- | |
|---|
| <ul style="list-style-type: none">• Items to be edited→sent first to your committee chair→edited item to the president.• Committee Chairs submit their items for editing to the president.• The state office will produce the final product. |
|---|

<p>ALL items requiring editing are submitted as attachments and emailed. See the section on email for more details.</p>
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Follow these guidelines:

- Draft your material and **carefully re-read** “in someone else’s shoes” to satisfy an audience with less knowledge of the subject;
- Follow the **League's Style Sheet** and a good style book for proper punctuation and grammar;
- **Proofread and correct** your final copy;

- Read aloud any material, such as testimony, that will be read aloud;
- Indent your paragraphs or double-space between them;

Before finalizing plans, written material must be cleared by others.
See *Guide to Clearing Plans, Editing, and Making Copies for League Communiqués* in the *LWV-TX Handbook and Directory*.

Deadlines

Refer to the official *LWV-TX/LWV-TEF Calendar - State Board Version* for most deadlines. Additional deadlines will be set at board meetings or listed in preboards throughout the year. Submitting items on time makes it easier for other board members and the staff to manage their busy work schedules. Because of technology, we are able to produce documents much more quickly than in the past, but this necessitates that board members keep in touch and meet deadlines promptly.

Email

At the beginning of each biennium, the State Board discusses the email protocol which will work for that board. In general the “to:” has names from whom a reply is needed. The “cc:” includes those who need the information. The President is cc’d much of the time. The President does not need to be included in work of the committees, but does need to be cc’d as the work is being finalized. The Executive Director, likewise, is cc’d to know what is happening. With a few exceptions, like PMP notices, email should not go out to a large group of local Leagues or members unless the President has seen it.

Every biennium the Services to Local Leagues Committee decides how contact will be maintained with local Leagues. Sometimes board members not on that committee are asked to assist.

THE STATE OFFICE: WHAT IT IS AND WHAT IT DOES

The League currently employs a full-time Executive Director. An Assistant Director is employed on a full- or part-time basis. Part-time interns are hired as needed and funds are available.

LWV-TEF owns office space in the Penthouse Condominium Building in Austin near the Capitol. LWV-TX pays rent to LWV-TEF for its share of the space. The League occupies four rooms and rents out a fifth room. Occupying less than 1,000 square feet--hardly spacious--the League office contains work stations for staff, filing and storage cabinets containing supplies, publications, and current local and state League files (older files are sent to the official state League archives in the Southwest Collection at Texas Tech University in Lubbock), and boxes of new publications, such as the *Facts and Issues*, *Voters Guides*, *Directory*, *Voter*, *When You Go To Austin*, and *We Support*, waiting for distribution. League members, too, stop in to conduct business. The office staff is almost constantly busy with inquiries and communications from the public, local Leagues, various state agencies, and state board members-- in person, by telephone, and by email.

Staff members track time, supplies, and other costs associated with office activities for budget purposes, maintain a wide variety of files--paper and electronic--and process funds and bills for both organizations. They send and receive memos and action alerts (mail and email), format and print official correspondence and testimony, and coordinate production of, or produce in house, most of the League's publications, such as *Voters Guides*, the *Voter*, the *Directory*, *We Support*, *Program Perspectives*, the *Legislative Newsletter*, to name a few. The staff coordinates the purchase and maintenance of the various components of the office computer system, as well as other office equipment. They maintain inventory of publications, supplies, and products for accounting purposes. The office is also responsible for tracking and updating membership lists and other databases.

The staff works with the Member at Large (MAL) Coordinator (a volunteer). They maintain the MAL database and provide information to the MAL Coordinator so he/she can send renewal notices to MALs. They are responsible for sending LWV-TX materials to the MALs.

The staff plays a vital role coordinating and supporting board meetings and workshops, as well as statewide meetings, such as Convention and Lobby Day.

The Executive Director represents the LWV-TEF at condominium homeowner's association meetings. The Executive Director also represents the League at meetings of organizations and coalitions in Austin as needed. The Treasurer and Budget Chair, with input from the Executive Director as needed, coordinate budget information for presentation to the board and Convention.

The D&M Committee plans and recommends fundraising projects, the Board approves the projects, and the Executive Director executes these decisions. The Executive Director also researches prospective funders and makes contacts.

Looking at this list it is easy to see that the State Office staff is responsible for many essential,

important, and time consuming activities. To help the office operate efficiently and effectively, committee members, Program Chairs, and other League leaders should *always* coordinate State Office support for their projects through their committee chairs. Because the office's workload is so heavy, committee chairs include the Executive Director and staff in advance planning as much as possible, consult with them on a regular basis concerning upcoming projects, production time lines, and allocation of work, and keep them informed of project status. They understand that too many "emergency" or small tasks and requests add up quickly and upset priorities already in place for large projects. Recognizing this, board members, including committee chairs, try to do many small tasks themselves, saving the office staff for the more complicated projects that make better use of their excellent skills.

The state board and the staff have carefully planned LWV-TX events and placed them on a state board calendar. You should be aware of the calendar and plan activities so the staff will not be overloaded.



JOB DESCRIPTIONS

PRESIDENT

The President provides leadership in carrying out the Mission and Long Range Plan of the organization, with emphasis on priorities and strategies adopted by the LWV-Texas board of directors and by the League of Women Voters of Texas Education Fund board of trustees. The President coordinates implementation of LWV-TX Policies and Procedures; serves as the presiding officer of the board of directors and the board of trustees; and supervises the Executive Director, along with other members of the FM&A Committee.

Accountable to: Members of the League of Women Voters of Texas
Board Committee: Fiscal Management and Administration (FM&A)
Other Committees: Budget Committee, *ex officio* member of all other committees except Nominating Committee
Publications: *President's Counselor; State Board Handbook*

Responsibilities:

Ensure that every League activity contributes in some way to accomplishing the mission of the League.

The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.

Chair meetings of the LWV-TX board of directors and LWV-TEF board of trustees.

- Prepare agenda for and preside over three or four meetings a year, usually on weekends or in connection with State Convention or Statewide Conference.
- Work closely with vice presidents in setting priorities, solving problems, and achieving results.
- Emphasize to board members the legal, fiscal, and ethical responsibilities of the board.
- Encourage board members to accomplish goals within mutually agreed-upon time frames.
- Arrange for State Board leadership training as needed.

Preside at State Convention and Statewide Conference.

- Prepare agendas and preside for a weekend convention in even-numbered years and a one-day meeting in odd-numbered years.
- Obtain services of a (registered) parliamentarian for convention.

Serve as spokesperson for LWV-TX and LWV-TEF.

- Edit or approve for distribution all written material, including news releases, action plans, the *Texas VOTER*, and testimony (or assign to another person as appropriate).
- Approve and participate in fund-raising activities for LWV-TX or LWV-TEF.

- Speak about the organizations and their work, including press conferences.
- Expand the League's network of friends and colleagues in other organizations or activities, primarily in Texas.
- Attend LWVUS Council and Convention (or designate a substitute).
- Read local League minutes and *VOTERS*, communications from LWVUS and other state Leagues.
- Visit local Leagues.

Provide oversight of Executive Director and the State Office.

EXECUTIVE COMMITTEE

The Executive Committee consists of the President, Advocacy Vice President, Organization Vice President, Program Vice President, Public Relations Vice President, Secretary and Treasurer. They meet or confer as needed.

Responsibilities:

- Suggest nominees for program chairs and other committee positions.
- Orient committee members.
- Communicate with committee members between board meetings about work assignments, giving direction and advice.
- Prepare preboard reports and plan a committee agenda prior to each board meeting.
- Conduct committee meetings, note motions for action in the plenary session, and keep a record of major committee discussions at board meetings.
- Monitor and evaluate committee progress toward Long Range Plan goals.
- Coordinate committee assignments, such as *VOTER* articles, *Convention Workbook* components, Annual Report, communications with local Leagues.
- Edit written work of committee members.
- Recommend items for inclusion in the annual LWV-TX/TEF calendar.
- Recommend income and expense estimates to Budget Committee.
- Inform President of items needing action for the agenda prepared prior to each board meeting.

ADVOCACY VICE PRESIDENT

The Advocacy Vice President chairs the Advocacy (ADV) Committee. The committee's functions and duties include oversight of the program chairs and any LWV-TX advocacy activities, legislative interviews, and the *Legislative Newsletter*.

Accountable to:	President
Board Committee:	Co-chair Citizen Education (CE)/Advocacy (ADV) Committee
Other Committees:	Steering committee for Women's Legislative Days, LWV-TX Lobby Day Committee, Budget Committee and serve on one of the other state League committees that regularly meet at board meetings
Publications:	Advocacy Papers; <i>We Support</i> ; <i>When You Go To Austin, Legislative Newsletter</i>
Contributes to:	LL emails, <i>Texas VOTER</i> , Handbook and Directory, Annual Report, Convention Workbook
Responsibilities:	

Chair the Advocacy Committee consisting of those who serve on the Citizen Education Committee and on and off board program chairs.

- Identify, with approval of president, and coordinate with Program Vice President, off board program chairs and oversee their activities.
- Provide support and direction to the Natural Resources Coordinator, Social Policy Coordinator, and Government Policy Coordinator.
- Inform President of advocacy items needing action on the agenda prior to each board meeting.
- Prepare agenda and preboard materials for committee meetings with input from appropriate directors and program chairs.

Communicate with local Leagues.

- Assign, edit, or write *Texas VOTER* articles or communications with local Leagues.
- Serve as a resource to local Leagues on legislative priorities and advocacy guidelines.

Coordinate legislative priorities.

Coordinate selection of interim and legislative priorities, based on recent League studies, local League interest, member understanding, and awareness of legislative task forces working to develop legislative proposals in areas of League interest.

Coordinate activities concerning legislative interviews (fall of even-numbered years).

- Develop questions with board input and approval (September, even-numbered years).
- Coordinate (with staff) production of packets and assignment of local Leagues to legislative districts.
- Follow up with local Leagues to insure that all interviews are completed.
- Analyze interview responses for action.
- Maintain legislator and testimony files in state office for use during session.
- Act as mentor for local League advocacy including training in advocacy at the local level.

Update publications and coordinate production with State Office.

- *Program Perspectives* (summer of even-numbered years): edit or write updates for each program portfolio, beginning in June after State Convention, in cooperation of the Program Vice President.
- *We Support* (summer of even-numbered years): revise copy with assistance of Program Vice President.
- Advocacy Papers (fall of even-numbered years): select topics and coordinate distribution of papers to legislators, local Leagues, and media.

Recommend appropriate coalitions for LWV-TX to join.

- Recommend and oversee contacts.
- Respond to requests in consultation with President, Program Vice President, and board (as appropriate).

Oversee legislative action.

- Respond to Action Alerts from LWVUS on behalf of LWV-TX.
- Monitor legislative developments on League priorities and active issues.
- Coordinate work on League priorities.
- In consultation with President, Program Vice President and appropriate program chair, approve testimony, statements, letters, legislative strategy and tactics, and other advocacy activities.
- Advises the SLL Committee concerning advocacy training of local Leagues.
- Recommends to the board a Capitol Corps Coordinator and works closely with that coordinator during the session.
- Coordinate LWV-TX participation in Women's Legislative Day or other non-League legislative activities in which the LWV participates.
- Organize legislative training/advocacy workshops for program chairs and local Leagues.
- Work with editor of *Legislative Newsletter* (produced during legislative session in odd numbered years); consult with program chairs on articles needed for each issue.

Participate in other activities of the board.

- Write report for the *Convention Workbook* and Annual Report.
- Submit proposals for the work of the Advocacy Committee to the Budget Committee.
- Advise board if League action is needed on proposed Constitutional Amendments and coordinate action.
- Assist Program Vice President with Program Review (PR).

Monitor budget expenses for program items.

- Monitor funds spent by committee members.
- Submit budget for all projects to the board.
- Submit projected monetary expenses and income (if appropriate) for program areas of LWV Texas and LWV-TEF to Budget Committee chair.
- Attend, or assign a committee member to attend, the Budget Committee meeting.

ORGANIZATION VICE PRESIDENT

The Organization Vice President chairs the Services to Local Leagues (SLL) Committee. This committee assists the President in planning the Statewide Conference and State Convention. There are also special responsibilities for field service, training for local League boards, membership development and management, and formation of new Leagues. The Organization Vice President identifies and recruits off board League members to be responsible for carrying out specific tasks needed by SLL.

Accountable to: President
Board Committee: Chair Services to Local Leagues (SLL) Committee
Other Committees: State Wide Conference, Convention Planning Committee, Budget Committee, and serve on one of the other state League committees that regularly meets during board meetings
Publications: *Fundamentals for Local League Boards*, Convention manual (not workbook)
Contributes to: LL emails, *Texas VOTER*, Handbook and Directory, Annual Report, Convention Workbook
Responsibilities:

Oversee training for local League boards.

- Recruit leadership trainers.
- Coordinate the Regional Workshops or other training for local Leagues.
- Coordinate the state League's response to requests for local League leadership training or delegate this responsibility.
- Provide state League follow-up on local League problems identified by local Leagues, leadership trainers, or other state leaders.

Stimulate membership growth and maintenance.

- Work to stimulate League membership growth and maintenance in Texas, including outreach to Members at Large (MALs).
- Identify opportunities for activities involving current or prospective Members at Large.
- Respond to inquiries about forming new Leagues and consider feasibility.

Provide leadership opportunities.

- Identify, with committee input, opportunities for workshops and conferences designed to identify and train League leaders.
- Identify and recruit annually (if needed) off board League members responsible for specific tasks such as MAL Coordinator, needed by SLL.

Prepare for Statewide Conference and State Convention.

- Prepare and compile results of evaluation forms for each Statewide Conference and State Convention.
- Coordinates workshops.

Monitor budget expenses for program items.

- Monitor funds spent by committee members.
- Submit budget for all projects to the board.
- Submit projected monetary expenses and income (if appropriate) for program areas of LWV Texas and LWV-TEF to Budget Committee chair.
- Attend, or assign a committee member to attend, the Budget Committee meeting.

PROGRAM VICE PRESIDENT

The Program Vice President chairs the Citizen Education (CE) Committee, and works closely with the Advocacy Vice President. The committee's functions and duties include citizen education, program study, seeking funding for program study, and collaborative oversight of action activities. The Citizen Education Committee consists of directors responsible for program study, and any program chair serving on the board.

- Accountable to:** President
- Board Committee:** Chair Citizen Education (CE) Committee; Co-chair of Advocacy (ADV) Committee
- Other Committees:** Periodic Program Review Committee, Budget Committee, and serves on one of the other state League committees that regularly meets during board meetings
- Publications:** *Program Perspectives; League Program: Study to Action in Ten Steps; Voting in Texas*
- Contributes to:** LL emails, *Texas VOTER*, Handbook and Directory, Annual Report, Convention Workbook
- Responsibilities:**

Chair the Citizen Education Committee consisting of those who serve on the joint CE/ADV Committee.

- Prepare agenda and preboard materials for committee meetings with input from appropriate directors and program chairs.
- Maintain records of committee meetings.
- Provide support of and direction to the Natural Resources Coordinator, Social Policy Coordinator, and Government Policy Coordinator.

Communicate with local Leagues.

- Assign, edit, or write *Texas VOTER* articles.
- Serve as a resource to local League program vice presidents.

Oversee study committees.

- Evaluate qualifications (such as state-level experience and familiarity with subject of state study) of committee members to determine depth of oversight needed.
- Attend at least some study committee meetings and/or participate with email communication.
- Review and edit consensus questions and *Facts & Issues*.
- Work with study chair to write or delegate the writing of the *Leaders Guide* with referral to previous Leaders Guides.

Help obtain funding for program study.

- Help research foundations and corporations for appropriateness of grant request or underwriting.
- Works with PR VP to prepare proposals to be submitted to foundations or corporations.

Direct state program planning.

- Prepare communications to local Leagues.
- Write article for *Texas VOTER* prior to State Convention in fall of odd-numbered years.
- Develop the instrument to be used by local Leagues in state program planning, with referral to previous instruments.

Conduct Program Review.

Solicit recommendations for Program Review (PR) from program chairs after Legislative Session, and from local Leagues during state program planning. Submit to the Board a topic(s) for Program Review as well as names of people to serve on the PR Committee. Committee members will consist of the Program Vice President and/or the Advocacy Vice President, and current or former program chair for area(s) under review, and other League members with knowledge of the subject. Submit Board approved recommendations for changes in position or restudy at convention for delegate approval. (See Policies and Procedures 3.6).

Update and revise publications.

- ***Program Perspectives***: assign, edit, or write updates for each program portfolio following State Convention with the assistance of the Advocacy Vice President.
- ***Voting in Texas***: assign research and edit rewrite in fall following regular legislative session.
- ***We Support***: assist Advocacy Vice President in updating publication in summer following State Convention.
- Assist with other publications, as needed.

Monitor budget expenses for program items.

- Monitor funds spent by committee members.
- Submit budget for all projects to the board.
- Submit projected monetary expenses and income (if appropriate) for program areas of LWV Texas and LWV-TEF to Budget Committee chair.
- Attend, or assign a committee member to attend, the Budget Committee meeting.

Prepare *Voters Guide* on proposed Constitutional Amendments and candidates for Primary and General Elections.

- With Voters Service Coordinator, assign research and writing of pro/con information for *Voters Guide (VG)*.
- After discussion in CE/ADV Committee, propose *VG* candidates' to the state board for approval.
- Work with Voters Service Coordinator to gather responses of candidates to *VG* questions.
- Establish review and editing procedures for this material.
- Work with state office to produce the *VG*.

Carry out other assignments.

- Oversee program workshops.
- Coordinate national program planning for State Board.
- Coordinates the biennial Excellence in Environmental Awareness Awards selection with the Natural Resources Coordinator.

PUBLIC RELATIONS VICE PRESIDENT

The Public Relations Vice President chairs the Development & Marketing (D&M) Committee. The committee's functions and duties include financial development; marketing of publications, projects, and League services; public relations and publicity; and special fund raising events. Depending on the number of committee members and the available time and expertise of each, the vice president can delegate much of the committee's work. The vice president is responsible for all those duties not otherwise delegated.

Accountable to: President
Board Committee: Chair Development and Marketing (D&M) Committee
Other Committees: Budget Committee and serves on one of the other state League committees that regularly meets during board meetings
Contributes to: LL emails, *Texas VOTER*, Handbook and Directory, Annual Report, Convention Workbook

Responsibilities:

Develop an annual plan for financial development.

- Acquire and cultivate corporate and foundation donors.
- Oversee fund raising letters and proposals with staff.
- Coordinate direct mail campaigns.
- Manage fund raising events, such as the auctions.
- Assist the board committee in charge of each project or study in writing proposals for funding.
- Advise local Leagues on fund development.

Compiles the *Annual Report (AR)* of LWV-T and LWV-TEF.

- Coordinate writing the AR with input from other officers.
- Coordinate with State Office the layout and printing as well as the distribution of report to donors and others.

Develop an annual plan for public relations.

- Draft news releases.
- Work with media, including on debates.
- Advise local Leagues on publicity and media.
- Recognize local League excellence in public relations.

Update and promote certain LWV-TX publications.

- Advise State Board on style, formats, graphic elements, type faces and sizes.
- Review LWV-Texas *Suggested Style Sheet* periodically for modification.
- Market publications, especially each *Voters Guide*.
- Update periodically *Capital Ideas: Fundraising Tips for Local Leagues*.

Market the League.

- Assist Services to Local Leagues Committee in a plan for recruiting members outside local League areas.
- Work closely with the Fiscal Management and Administration Committee; visit other committee meetings as often as needed.
- Gives format and article suggestions for the *Texas VOTER*.

Monitor budget expenses for program items.

- Monitor funds spent by committee members.
- Submit budget for all projects to the board.
- Submit projected monetary expenses and income (if appropriate) for program areas of LWV Texas and LWV-TEF to Budget Committee chair.
- Attend, or assign a committee member to attend, the Budget Committee meeting.

TREASURER

The Treasurer is the chief financial officer for the League of Women Voters of Texas and League of Women Voters of Texas Education Fund.

Accountable to: President
Board Committee: Chair Fiscal Management and Administration (FM&A) Committee
Other Committees: Budget Committee and serves on one of the other state League committees that regularly meets during board meetings
Contributes to: LL emails, *Texas VOTER*, Handbook and Directory, Annual Report, Convention Workbook

Responsibilities:

Chair FM&A Committee meetings.

Plan agenda prior to each State Board meeting, noting items that will require board decisions. Include agenda and explanations in preboard report.

Keep financial records.

- Approve all payments and verify deposits made by State Office (SO) staff.
- Keep records of sales tax.
- Keep records of State Office expenses.
- Keep records of local League accounts with the LWV-TEF.
- Keep records on money market funds and certificates of deposit.
- Make fund transfers between LWV-TX and LWV-TEF budgets as necessary.
- Delegates responsibilities to the SO staff, as appropriate.

Handle receipts and disbursements.

- Approve all bills with checks written in SO.
- Make payments to all salaried and contract employees.
- Review payroll tax payments and the necessary quarterly/annual reports submitted by contracted payroll data company.
- Make timely payments of sales tax for LWV-TX and LWV-TEF.
- Ensure that rent is received for suite #105.
- Reimburse State Board and off board leaders for expenses incurred on LWV business; ensure expenses are within policy guidelines.
- Ensure that correct version of adopted LWV-TEF budget is in LWV-TX *Handbook and League Directory*.

Prepare financial reports.

- Present timely financial reports to LWV-TX and LWV-TEF boards at regular meetings, including financial reports and narrative explanations.
- Prepare, or cause to be prepared, IRS Form 990, 990-T, and any other appropriate federal (including IRS) or state government reports.

Oversee audit or review of financial records.

- With input from President (or Executive Director, as appropriate) locate a source to provide the biennial financial audit or review.
- File financial reports for audit or review.

Revise publications and give advice to local Leagues on financial matters.

- Give timely financial advice to local Leagues in communications from state office.
- Revise *Money Matters Made Easier* as needed.
- Revise *LWV-TEF Handbook for Local Leagues* and *LWV-TEF Handbook for Trustees* as needed.

SECRETARY

The Secretary maintains and reports minutes of all official meetings of LWV-TX and LWV-TEF as well as those of State Convention and Statewide Conference.

Accountable to: President
Board Committee: Fiscal Management and Administration (FM&A) Committee
Other Committees: Serves on one of the other state League committees that regularly meets during board meetings

Responsibilities:

Assist in preparation of board agenda.

Keep track of any board decisions made between board meetings, such as TEF approvals, and submit a summary of these to the President for inclusion in the Consent Agenda before board meetings.

Prepare minutes of meetings of LWV-TX and LWV-TEF.

- Prepare separate minutes for board meetings of LWV-TX and LWV-TEF, which have separate agendas, occur at different times, but at the same location.
- Produce minutes that provide a reasonably concise record of discussions and decisions made at state board meetings, including type, date and place of meeting; presiding officer and names of those in attendance; times that meetings begin, recess, and adjourn; topics discussed and reports given; motions, names of makers of motions, and votes; and general context of discussion.
- Record exact wording of motions, consensus questions and statements, *Voters Guide* questions and other official actions.
- Provide draft minutes to President within two weeks of the board meeting and incorporate her/his comments in the version emailed to board members and others.
- Receive corrections via email from board members and incorporate their corrections for the copy to be included in the following preboard.
- Receive corrections from other board members at the following board meeting and record changes or corrections in the official copy of minutes in the Secretary's files.
- Email approved minutes to State Office for distribution to LWVUS and others, as appropriate.

Prepare minutes of LWV-TX Convention and Statewide Conference.

- Provide minutes within one month to Review Committee, appointed by the President.
- File official copy of minutes after approval by Review Committee.
- Remember that minutes inform those not present of what happened at meetings, remind those present of what happened, and record what happened for future reference.

Helpful hints for producing minutes.

- It is much easier to produce minutes right after a meeting than to wait for several weeks.
- It is useful to have a tape recorder and extension cord at meetings to record all plenary sessions. A laptop or notebook computer is also helpful.

Track actions on local League projects funded through LWV-TEF.

- Notify local Leagues of board decisions on local League projects funded through LWV-TEF, provide forms to Leagues, and keep records on such projects. Responsibilities are discussed in detail in the *LWV-TEF Handbook of Policies and Procedures for Trustees of the Fund*.
- Inform State Board of LWV-TEF projects that were approved without a Project Supervisor in the Treasurer's report at board meetings.

ADMINISTRATION OF JUSTICE COORDINATOR

The Administration of Justice Coordinator coordinates the work of the program chairs relating to administration of justice issues and is a liaison between the program chairs and the Advocacy Vice President.

Accountable to: Advocacy Vice President and Program Vice President

Responsibilities:

Communicate with administration of justice program chairs.

- Communicate regularly with administration of justice program chairs, receiving updates from them regarding their activities, and letting them know of information that relates to their program area.
- Communicate with the Advocacy Vice President and the Program Vice President regarding agenda items that should be included in the CE/ADV Committee discussions at LWV-TX board meetings. Observe same deadline as other committee members for preboard report.
- Communicate regularly with Advocacy Vice President and Program Vice President, keeping them informed of possible need for action or of information to be shared with membership through the *Texas VOTER*, or other means.
- Help program chairs to submit proposed testimony, letters to legislators, or other proposed action according to LWV-TX procedures and deadlines.

Assist with legislative priorities and coalition decisions.

- Assist the Advocacy Vice President in evaluating priorities for action in administration of justice issues.
- Assist the Advocacy Vice President in evaluating LWV-TX participation in coalitions relating to administration of justice.

During the Legislative Session:

- Check on all bills introduced relating to administration of justice and alert the appropriate program chair. All program chairs will be following their own bills. This alert is a double check that important bills are not overlooked.
- Assist program chairs and Advocacy Vice President, as needed, with article for the *Legislative Newsletter*, testimony, and coordination with the Capitol Corps.

Assist in selection of program chairs.

Assist the Program Vice President and Advocacy Vice Presidents in identifying possible program chairs for administration of justice issues.

Other

- Serve as a resource to the State Board and State Office on administration of justice issues.
- Assist the Advocacy Vice President or Program Vice President in other matters that related to administration of justice issues.

GOVERNMENT POLICY COORDINATOR

The Government Policy Coordinator coordinates the work of the program chairs relating to government policy issues and is a liaison between the program chairs and the Advocacy Vice President.

Accountable to: Advocacy Vice President and Program Vice President

Responsibilities:

Communicate with government policy program chairs.

- Communicate regularly with government policy program chairs, receiving updates from them regarding their activities, and letting them know of information that relates to their program area.
- Communicate with the Advocacy Vice President and the Program Vice President regarding agenda items that should be included in CE/Advocacy Committee discussions at LWV-TX board meetings. Observe same deadline as other committee members for preboard report.
- Communicate regularly with Advocacy Vice President and Program Vice President, keeping them informed of possible need for action or of information to be shared with membership through the *Texas VOTER*, or other means.
- Help program chairs to submit proposed testimony, letters to legislators, or other proposed action according to LWV-TX procedures and deadlines.

Assist with legislative priorities and coalition decisions.

- Assist the Advocacy Vice President in evaluating priorities for action in government policy issues.
- Assist the Advocacy Vice President in evaluating LWV-TX participation in coalitions relating to government policy.

During the Legislative Session:

- Check all bills introduced during the Legislative Session relating to government policy and alert the appropriate program chair. All program chairs will be following their own bills. This alert is a double check that important bills are not overlooked.
- Assist program chairs and Advocacy Vice President, as needed, with articles for the *Legislative Newsletter*, testimony, and coordination with the Capitol Corps.

Assist in selection of program chairs.

Assist the Program Vice President and Advocacy Vice President in identifying possible program chairs for government policy issues.

Other

- Serve as a resource to the State Board and State Office on government policy issues.
- Assist the Advocacy Vice President or the Program Vice President in other matters that relate to government policy issues.

NATURAL RESOURCES COORDINATOR

The Natural Resources (NR) Coordinator coordinates the work of the program chairs relating to natural resources policy issues and is a liaison between the program chairs and the Advocacy Vice President. The NR Coordinator has a two-prong job, which encompasses both citizen education and advocacy.

Accountable to: Advocacy Vice President and Program Vice President

Responsibilities:

Communicate and coordinate with natural resources program chairs, including grant coordination.

- Communicate regularly with natural resources program chairs, receiving updates from them regarding their activities, and letting them know of information relating to their program area.
- Communicate with the Advocacy Vice President and the Program Vice President about agenda items that should be included in CE/ADV Committee discussions at LWV-TX Board Meetings. Observe same deadline as other committee members for preboard report.
- Communicate regularly with Advocacy Vice President and Program Vice President, keeping them informed of possible need for action or information to be shared with membership through the Texas VOTER, or other means.
- Help program chairs to submit proposed testimony, letters to legislators or other proposed action according to LWV-TX procedures and deadlines.

Assist with legislative priorities and coalition decisions.

- Assist the Advocacy Vice President in evaluating priorities for action in natural resource issues.
- Assist the Advocacy Vice President in evaluating LWV-TX participation in
- coalitions relating to natural resources.
- During the Legislative Session assist program chairs and Advocacy Vice President with articles for the Legislative Newsletter, testimony, coordination with the Capitol Corps, and track Texas Commission on Environmental Quality activities.
- Check on all bills introduced during the Legislative Session that relate to natural resources and alert the appropriate program chairs. All program chairs will be following their own bills. This alert is a double check that important bills are not overlooked.

Coordinate the biennial Excellence in Environmental Awareness Awards selection and luncheon, with the Program VP.

- Send award category list and criteria to July board meeting for board confirmation.
- Write Voter articles to notify local Leagues about nomination deadline.
- Recruit the selection committee members for board approval, and oversee the awards process.
- Co-direct the awards luncheon with the State Office and the Convention Chair.

Coordinate state and local League environmental activities.

- Keep a list of local League environmental program and advocacy.
- Assist with local League environmental activities.
- Promote and publicize state environmental projects and activities.
- Assist the Program Vice President and the Advocacy Vice President in identifying possible program chairs for natural resources policy issues.
- Serve as a resource to the State Board and State Office on NR issues.

SOCIAL POLICY COORDINATOR

The Social Policy Coordinator coordinates the work of the program chairs relating to social policy issues and is a liaison between the program chairs and the Advocacy Vice President.

Accountable to: Advocacy Vice President and Program Vice President

Responsibilities:

Communicate with social policy program chairs.

- Communicate regularly with social policy program chairs, receiving updates from them regarding their activities, and letting them know of information that relates to their program area.
- Communicate with the Advocacy Vice President and the Program Vice President regarding agenda items that should be included in CE/ADV Committee discussions at LWV-TX board meetings. Observe same deadline as other committee members for preboard report.
- Communicate regularly with Advocacy Vice President and Program Vice President, keeping them informed of possible need for action or of information to be shared with membership through the *Texas VOTER*, or other means.
- Help program chairs to submit proposed testimony, letters to legislators, or other proposed action according to LWV-TX procedures and deadlines.

Assist with legislative priorities and coalition decisions.

- Assist the Advocacy Vice President in evaluating priorities for action in social policy issues.
- Assist the Advocacy Vice President in evaluating LWV-TX participation in coalitions relating to social policy.

During the Legislative Session:

- Check on all bills introduced during the Legislative Session relating to social policy and alert the appropriate program chair. All program chairs will be following their own bills. This alert is a double check that important bills are not overlooked.
- Assist program chairs and Advocacy Vice President, as needed, with articles for the *Legislative Newsletter*, testimony, and coordination with the Capitol Corps.

Assist in selection of program chairs.

Assist the Program Vice President and Advocacy Vice Presidents in identifying possible program chairs for social policy issues.

Other

- Serve as a resource to the State Board and State Office on social policy issues.
- Assist the Advocacy Vice President or the Program Vice President in other matters that relate to social policy issues.

VOTERS SERVICE COORDINATOR

The Voters Service Coordinator provides information and guidance to local Leagues in the area of voters service and oversees voters service activities on the state level, including planning and production of statewide *Voters Guides*.

Accountable to: Program Vice President
Board Committee: Citizen Education (CE)
Publications: *Voters Guides; A Guide to Voters Guides for Local Leagues; Voting in Texas*

Responsibilities:

Plan and promote voters service activities.

- Compile a 12-month calendar for voters service activities with voter registration dates and deadlines for any elections scheduled. Calendar should include national, state, and any local deadlines for emphasis on voter registration, get-out-the-vote campaigns, and other special events.
- Stay alert to publicity possibilities on both local and state levels. Capitalize on the potential for high visibility of voting-related activities, primarily since public perception of the League relates to these activities.
- Maintain close contact with the Program Vice President, CE Committee, and any issue related project undertaken by LWV-TX and LWV-TEF.

Give advice to local Leagues.

It is at the local level that voters service and citizen information activities have the most impact, and it is the interest and involvement of the local Leagues that will determine success or failure.

- Be open and responsive to the needs of local Leagues in answering questions related to voters service.
- Communicate with local Leagues about voting and voters service.
- Refer local voters service chairs to publications such as *Fundamentals for Local League Boards* and *A Guide to Voters Guides for Local Leagues*, as well as communications emailed to local Leagues.
- Write articles related to voting, voters service, and *Voters Guides* for the *Texas VOTER*.
- Recognize outstanding voters service activities at the local level through awards, *Texas VOTER* articles, and other activities.

Plan for the production of state *Voters Guides*.

- Plan for state *Voters Guides*, as well as other voter-related activities. With CE Committee, draft questions to be included in *Voters Guides* for approval by TEF trustees.
- With Program Vice President, assign, direct, and edit research and writing of pro/con information for Constitutional Amendments *Voters Guides*.
- Coordinate production of state *Voters Guides* covering statewide political races, proposed Constitutional Amendments, and other statewide ballot issues.

STUDY COMMITTEE CHAIR

The study committee chair is responsible for managing research on study topic adopted by the LWV-Texas Convention and on the writing, editing, and production of the *Leaders Guide* and *Facts & Issues* publications associated with the study.

Accountable to: Program Vice President
Board Committee: Citizen Education
Other Committees: Study committee
Publications: *Leaders Guide; Facts & Issues*; Advocacy Paper on study topic if consensus reached

Responsibilities:

Work with study committee to research the subject adopted at Convention.

- Assist the Program Vice President and President in selection of a broad-based study committee composed primarily off board members.
- Set a committee meeting schedule as soon as possible after the Convention and notify committee members.
- Establish individual areas of responsibility for each committee member.
- Establish email protocol and how it will be used for communication.
- Give appropriate notice of any committee meetings and prepare agendas.
- Set deadlines with committee for conducting research, preparing consensus questions, and writing the *Leaders Guide* and *Facts & Issues*.
- Guide the committee in developing an outline of work and gathering resource materials.
- Prepare preboards to inform the state board of committee progress.
- Provide information on the study to the membership, such as articles in the *Texas VOTER*.
- With committee, prepare draft consensus questions for approval by TEF trustees.

Oversee writing, editing, and publication of *Leaders Guide* and *Facts & Issues*.

- Write and edit material prepared by committee (*Leaders Guide, Facts & Issues*), or assign writing and editing.
- With Program Vice President, write and edit *Leaders Guide* or delegate its writing.
- Guide local League study chairs in conducting consensus meetings.
- Prepare results of consensus responses with study committee members and present a summary to TEF trustees for approval.

Serve as program chair on the study issue if consensus is reached.

- Lobby on the issue, working with the Advocacy Vice President.
- Write Advocacy Paper on issue, assisted by others knowledgeable about the area.

BYLAWS/POLICIES/RULES COMMITTEE CHAIR

The Bylaws/Policies/Rules Committee Chair ensures regular and timely review of LWV-TX bylaws; monitors with committee LWVUS bylaws for possible amendments; reviews proposed changes to local League bylaws; ensures that committee keeps the *LWV-TX/LWV-TEF Policies & Procedures* reflective of current standards and practices; reviews with committee proposed rules for Convention, suggesting changes as needed; serves as general resource for governance questions.

Accountable to: President and LWV-TX board of directors
Publications: *LWV-TX Bylaws; LWV-TX/LWV-TEF Policies & Procedures; Proposed Rules for Convention*

Responsibilities:

Policies

- Read, with committee members, current information on nonprofit governance, ethics, policies.
- Solicit suggestions for, and recommend changes in, LWV-TX policies.
- Maintain the authoritative, ongoing list of board-adopted policy changes and submit them for inclusion in next edition of *LWV-TX/LWV-TEF Policies & Procedures*.
- Maintain the file of suggestions for future policy changes.
- Lead committee review of LWV-TX policies in middle of each biennium (spring of odd numbered years) so recommended changes can be voted upon by board the following fall.
- Oversee production and distribution of revised *LWV-TX/TEF Policies & Procedures* in fall of odd-numbered years.
- Send annual reminders in fall to local Leagues that annual review of *LWV-TX/TEF Policies & Procedures* is advisable, and that state committee stands ready to assist.

Bylaws

- Remind local Leagues each fall to begin examining local bylaws, and submit all recommended changes to LWV-TX Policies/Bylaws/Rules Committee chair for review.
- Advise local Leagues in fall of odd-numbered years to consider possible amendments to LWV-TX bylaws and submit by deadline (December of odd-numbered years).
- Lead committee study of LWV-TX bylaws for possible amendments and submit proposed changes to State Board in January of Convention year (even-numbered years).
- Review with committee any proposed amendments to LWV-TX bylaws received from local Leagues by deadline (120 days before Convention).
- Prepare report for *Convention Workbook* on LWV-TX bylaws amendments recommended by State Board and ensure notification of local Leagues by the deadline (30 days prior to Convention).
- Present oral bylaws report to Convention delegates for vote.

Rules

- Committee chair reviews in fall of odd-numbered years the appropriate rules for Convention the following spring.
- Submit committee's report on "Proposed Standing Rules for Convention" to State Board in January of even-numbered years for vote.
- Ensure board-approved proposed standing rules are included in *Convention Workbook* for vote by delegates.
- Present orally the rules report to Convention delegates for vote.
- Ensure, with assistance of committee members, that Convention volunteers are adequately trained in Convention Proposed Standing Rules.

CONVENTION/ STATEWIDE CONFERENCE PLANNING COMMITTEE CHAIR

Convention: the Convention Planning (CP) Committee Chair provides general oversight of Convention planning, coordinates the Convention program, proposes Convention-related actions for approval by the state board, and advises the host League.

Statewide Conference: the Statewide Conference Planning (SCP) Chair works with the LWV-TX Executive Director to coordinate meeting logistics.

Accountable to: Organization Vice President and LWV-TX Board of Directors

Responsibilities for Convention:

Coordinate Convention activities.

- Chair Convention Committee meetings.
- Select facility for Convention (with President).
- Review hotel contract with President and Executive Director.
- Identify a Local Arrangements Chair.
- Report to board on Convention activities.
- Invite speakers.
- Propose tentative agenda, including special events, workshops, Q&As and caucuses.
- Review budget.
- Identify materials for the Convention communication to local Leagues.
- Notify State Office of special materials and equipment needed.
- Consult with hotel about Banquet Event Orders (BEO's).
- Consult on volunteer requirements.
- Send thank you notes to speakers, workshop leaders, guests, donors, and the host League.
- Compile and review evaluation forms.
- Make recommendations for future conventions and update the *Convention Manual*.

Coordinate Statewide Conference activities. (If held in conjunction with Lobby Day, work with Advocacy VP.)

- Chair Statewide Conference Planning Committee.
- Select facility (with President).
- Report to board on Statewide Conference activities.
- Propose tentative agenda, including special events, workshops, Q&As, and caucuses.
- Review budget.
- Identify materials to be disseminated to League members.
- Notify State Office of special materials and equipment needed.
- Consult with hotel about Banquet Event Orders (BEO's).
- Consult on volunteer requirements.
- Send thank you notes to speakers, workshop leaders, guests, and donors.
- Compile and review evaluation forms.

LONG RANGE PLAN COMMITTEE CHAIR

The Long Range Plan (LRP) Committee chair is responsible for guiding committee members in assessing the direction of LWV-TX and LWV-TEF through the formulation, implementation, and review of the Long Range Plan of the LWV-TX/LWV-TEF.

Accountable to: LWV-TX Board of Directors; appointed by president
Publications: *LWV-TX/LWV-TEF Long Range Plan*

Responsibilities:

Gather information to prepare for major revision.

- Become familiar with basic elements of strategic and long range planning through available handbooks, articles, and workbooks.
- Facilitate state board assessment of opportunities and challenges during final year of adopted plan.
- Ascertain the needs and desires of local Leagues for support from and/or changes by LWV TX.
- Utilize research and information-gathering methods, such as focus groups or surveys, to learn perceptions of relevant League and non-League individuals and groups.

Prepare plan for review and revision of current plan.

- Guide the LRP Committee in organizing, analyzing, and prioritizing information gathered for presentation to state board during final year of plan.
- Guide the board in formulating goals, objectives, and strategies of a revised LRP.

Monitor and reports implementation of plan strategies.

- Report verbally on plan's implementation during plenary sessions at board meetings.
- Make board standing committees aware of their specific areas of strategy implementation.
- Monitor progress between major revisions and record changes reported by board committees.
- Prepare timely information to local Leagues and *Texas VOTER* articles to inform members about the plan.
- Present yearly summary and evaluation to State Board at summer board meeting; remind board committee chairs to make regular reports at each board meeting.
- Submit a written report on the plan for each *Convention Workbook*.

BUDGET COMMITTEE CHAIR

The Budget Committee Chair supervises development and adoption of the annual budget for LWV-TX and development of the LWV-TEF budget (which TEF trustees adopt annually at the June board meeting).

Accountable to: President

Publications: Proposed budgets for inclusion in *Convention Workbook*; adopted LWV-TX budget for inclusion in LWV-TX/TEF *League Directory*

Responsibilities:

Prepare drafts of LWV-TX and LWV-TEF budgets.

- Contact members of committee in summer, in coordination with President, to give general timeline for year.
- Schedule committee meeting for fall weekend (October or early November) in coordination with President; a location with computer access is helpful.
- Solicit input from committee chairs, in coordination with President, on projected or desired income and expenses for following fiscal years in LWV-TX and LWV-TEF budgets.
- Compile results into draft budgets and provide this to committee members prior to meeting.
- Send final version of annotated budgets to committee members and State Office for inclusion in preboard report for January (of even-numbered years) State Board meeting.

Present budgets at January (even-numbered years) State Board Meeting.

- Attend this meeting to explain budgets and make changes as directed by the State Board.
- After approval by State Board, prepare annotated copy of budgets for inclusion in *Convention Workbook*.
- Prepare Budget Committee Chair's report for *Convention Workbook*.
- Prepare *Texas VOTER* article for pre-Convention issue.
- Prepare any other explanatory information as directed by board.

Present budgets at Convention.

- Attend Convention to explain proposed budgets at Q&A sessions and present to delegates orally during plenary (LWV-TEF budget is not adopted at Convention, but is explained because the budgets are interrelated).
- Incorporate changes to LWV-TX budget made by delegates and provide final copy to State Office for Directory; LWV-TX/TEF Treasurer prepares final *Handbook* and *Directory* copy of LWV-TEF budget after adoption in May.

NOMINATING COMMITTEE CHAIR

The Nominating Committee Chair coordinates the two-year process of identifying and nominating members for the State Board for the following biennium.

Accountable to: LWV-TX board of directors and membership

Responsibilities:

Chair and oversee work of Nominating Committee.

- Plan and chair Nominating Committee meetings.
- Maintain communication with Nominating Committee members by phone and email.
- Summarize records of committee's work, update files received from previous chair, forward files to new committee chair after Convention at which slate is elected.

Solicit suggestions for potential nominees.

- Communicate with local Leagues requesting suggestions of candidates from their membership.
- Write article for *Texas VOTER* seeking potential nominees from all League members in Texas.
- *Evaluate current board for strengths and weaknesses and therefore, skills needed.*

Make initial contact with candidates.

- Establish contact with each person identified as a prospect by the committee, generally by letter with follow-up by telephone.
- Delegate this responsibility to another member of committee if appropriate, though communication can be easier to coordinate if chair is the single source.
- Explain responsibilities of board position being offered, provide job description, and respond to questions/concerns of the potential nominee.
- Supervise search process and report regularly to other committee members.

Present report of Nominating Committee to the State Board.

- Report slate of nominees to State Board by January of Convention year.
- Prepare written report of slate of nominees for *Convention Workbook*.
- Give oral report of slate of nominees at Convention.

Secure Resumes or *Vitae* from Nominees.

- Acquire photograph and biographical information on each person to be nominated.
- Write article on slate of nominees and provide photographs for issue of *Texas VOTER* published prior to Convention.
- Provide copies of appropriate notes and biographical information on nominees to State Office
for use in public relations.

WEBSITE COMMITTEE CHAIR

The Website Committee Chair chairs the Website Committee. The committee is charged with oversight of the LWV-Texas website, in conjunction with the State Office staff.

Responsibilities:

Lead committee review of website regularly to ensure that:

- Website is easily navigable by members and the public.
- Home page is up to date.
- Website is appealing to diverse, prospective members.
- Official League information on the website is consistent with LWVUS.
- Membership information is current, including link to LWVUS and local Leagues.
- Upcoming events and activities are highlighted on the home page.
- Current Publications, Studies, Positions, and any Testimony are posted.
- Links to local Leagues are easy to find.
- The Members Only section includes only proprietary information such as contact information and members-only communication.

In consultation with the president, coordinate with State Office staff to implement committee/board recommendations regarding the website.

Respond to concerns and suggestions of State Board members, local League members, and the public about website issues.

NOTE: With input from the Website Committee, the State Office sets guidelines for local League input and update on their home pages and works directly with these Leagues.