

**AMERICAN ASSOCIATION OF UNIVERSITY WOMEN
OF THE
COMMONWEALTH OF PENNSYLVANIA (AAUW-PA)**

Board Handbook

Approved by AAUW-PA Board on April 13, 2014.

The bylaws of AAUW and AAUW-PA govern this organization in all practices. This Board Handbook, together with the AAUW-PA Policy Manual submitted for simultaneous approval; includes all the rules of procedures and policies adopted by the AAUW-PA board mentioned in the Bylaws, Article VI Section 2a. The Appendices are for reference and guidance, but are not mandatory rules, policies, tasks or activities.

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I. WELCOME

Welcome to the AAUW-Pennsylvania State Board. This handbook provides guidelines to enable the board to function effectively and provides a better understanding of the interactions among all of the board positions. Although each person has specific assigned responsibilities as a board member, the common goals for the full board include the following:

1. Establish and implement the state strategic plan.
2. Communicate national and state programs to the branches.
3. Assist branches.
4. Transact all business for the state

II. STATE BOARD COMPOSITION

The AAUW-PA board consists of elected and appointed officers. As described in the bylaws, the elected officers or co-officers are the President, Program VP, Membership VP, Secretary and Finance Officer. These officers comprise the voting members of the Executive Committee. The appointed officers fulfill the functions of administrative director and public policy, and such other functions as deemed necessary by the PA Executive Committee. The term of appointed officers ends with that of the President, so that the incoming President and Executive Committee may modify the board composition if desired.

In addition to the elected and appointed officers, some members serve as off-board coordinators and support. For example, the Immediate Past President typically serves one year after tenure but does not attend the first (July) board meeting after her term. Other functions can be “on board” or “off board” at the discretion of the President and the rest of the Executive Committee.

Typically the President fills the board and off-board appointed positions after considering suggestions and advice from other board members.

Although the state bylaws list some optional appointed officers (AAUW Funds, District Coordinator or College/University Chair, etc.), there are other key positions not mentioned. Bylaws Chair, Keystoner Editor, Website Coordinator, Conference Registrar, Visibility and Outstanding Woman Chairs are examples of critical areas to be covered either on-board or off-board.

III. GENERAL BOARD MEETING FORMAT

- A. The state board meets at least three times annually to plan, coordinate, communicate, and celebrate AAUW activities in the state, to conduct the business of AAUW-PA and to support the Pennsylvania branches. In recent years, the January meeting has been held telephonically. This works best when sufficient pre-work and reports have been completed and disseminated.

For efficiency, the board relies on reports submitted electronically by members several days in advance of the meeting. This enables other board members to review, email questions, and be prepared. It also facilitates use of the “consent agenda” rules and expedites approval of non-

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controversial items. This can be done by the President grouping items that contain information only or items previously agreed upon, and asking the board whether they would like to approve those items as a group by general consent or whether any of those items need further discussion or editing. If any member wishes to discuss one of the items, that discussion should be held before the vote is taken. Otherwise, the vote on that matter should be postponed.

For items that require action between board meetings, the President calls for an Executive Committee vote to be sent to the Secretary. The majority decision is binding and then reported at the next board meeting. At her discretion, prior to that vote, the President may solicit input from all board members and others.

Details of some of the actions and activities at each of the meetings are listed in Appendix 1 to help new board members.

- B. At the Summer/July meeting in the first year of a President's term, the board needs to get to know each other and to discuss priorities for the next two years (which will become the strategic plan). Each year, the board uses this time to reach a common understanding on the needs of the branches and identify statewide or district priorities. The board also discusses and approves a budget for the year. This meeting typically also starts conversations about the April annual meeting topics and speakers and any state-sponsored meetings for the fall. Board members of the nominating committee are appointed at this meeting, and questions for Conversations with branches in September are chosen.

The Summer meeting sometimes surrounds a member retreat (previously called a Leadership meeting, but all branch members are invited). Typically the topics for the retreat are chosen by the President. . In years with a national convention or significant new policies, the summer retreat communicates that information. The Administrative Director and/or District Coordinators will attempt to communicate the same information to branches that are not represented, sometimes by providing a CD or copies of handouts. The board may elect to not have a member retreat depending upon plans for District or other meetings.

- C. The Fall/October meeting continues the work started in the summer. The board considers whether any changes to awards and recognitions are needed. Speakers and a theme for the upcoming annual meeting are discussed, as are any state fall meetings. Sites for the annual meeting 18 months later are identified so that proposals from those sites can then be investigated by the conference coordinator.
- D. The Winter/January meeting finalizes most items for the Annual Meeting, the nominations, the elections process, and questions for Conversations with branches in February. The board may vote on state recognitions at this meeting.
- E. The Spring/April board meetings focus on the annual meeting logistics and final details and then a debrief of board members afterwards.

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IV. GENERAL RESPONSIBILITIES OF BOARD MEMBERS

- A. Board members share responsibility for the health and vitality of AAUW-PA, communication with branches and national, and support and encouragement to the PA branches. The board upholds the AAUW-PA rules and bylaws, including compliance with direction from national and focus on the AAUW mission.
- Board members prepare for board meetings, participate fully in the discussions, vote at meetings, write reports in a timely fashion for the board meetings and the membership meeting as needed, keep appropriate records and mentor their successors as needed. In addition, each board member will hold conversations with branches on board-selected topics during the year to add personal contact and encouragement for their assigned branches, and to build enthusiasm for state and national priorities.
- B. Each board member also serves as coordinator for a specific function. Some of the tasks and activities performed by previous incumbents are included in Appendix 2 as a guide and support to newer members. Each member is responsible for maintaining relevant information about their function on the AAUW-PA website and for encouraging publicity on Facebook and in print where appropriate.
- C. Each board member should have:
1. The Board Handbook
 2. The AAUW-PA Policy Manual
 3. A copy of the annual meeting yearbook, preferably for two or more years to keep as a reference.
- D. The board members should be familiar with the state website and Facebook as well as the national website.
- E. The Administrative Director will provide a list of board members and “counterparts” for branch presidents, finance officers, and so on. We have now established Gmail addresses for board positions, so that the address listed online will not be a personal address and the Gmail address will be transferred to the new position-holder for continuity.
- F. The Membership VP submits a listing of the membership categories and dues to confirm understanding of all board members at the July meeting. In addition, programs such as the Emerging Leader Intern, Give a Grad a Gift, and Student Affiliate and e-Student Affiliate should be included in the board member orientation.
- G. While not mandatory, all board members are strongly encouraged to make a donation to the AAUW Funds in their own name each year so that the board has 100% participation.
- H. Board members should return all pertinent documents and materials associated with the office position to the state board at the end of their term of office.

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I. **Recommended Format for Board Reports:**

For greater relevancy to colleagues and to avoid simply listing what has been done since the last board meeting, the two questions below regarding your area of responsibility can be the basis for the written report:

1. What AAUW news (initiatives, successes, debates, issues) from other levels of the organization (national, regional, district, branch) should the board know about?
2. Are there opportunities, questions, problems, or areas of concern that board discussion can help with or on which board action needs to be taken?

A written report is not necessary if there are no action items or relevant news for other board members. If a written report would be useful, circulate it by e-mail several days ahead of the meeting.

V. **EXPENSES AND REIMBURSEMENT POLICIES AND PROCEDURES**

A. The Budget Process

1. All expenses must be pre-approved and/or pre-budgeted, except for the expenses related to the July board meeting and retreat, which will be planned by the board in the prior year but only approved by the new board during their budget deliberations.
2. Recently we have used a budget approach of budgeting known, planned actions, expenses, and mailings and approving an unallocated amount for “future use.” This has provided flexibility to the board and Executive committee to allocate funds within the parameters of the net cash inflow/outflow expected by the board.
3. The Finance Officer will ask each board member for expenses for planned activities and then develop a proposed budget together with the President for presentation and deliberation at the board meeting. Expenses may include postage, supplies, copies, long distance charges, or a teleconference service.
4. Board members who have committees must pay travel expenses and meals for committee members at the rate established for state meetings from their assigned-function budget allocation. For reimbursement, committee meetings must have prior approval by the President and Finance Officer.

B. Expense Reimbursement Policy

1. General Guidelines
 - a. Board meeting Expenses: All board members and off-board coordinators invited to the meeting are reimbursed for travel, shared accommodations, and meals necessary to attend the required board meetings and annual meetings.
 - b. Expenses must be submitted on the designated expense report available from the Finance Officer.

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- c. Receipts: No receipts are needed for amounts under \$25, mileage, or tolls. All other expenses submitted for reimbursement must be accompanied by receipts. Electronic copies of receipts and expense reports are accepted.
 - d. The Finance Officer or the President must approve all expenses for payment.
 - e. Expenses in excess of budgeted amounts will be considered individually.
 - f. Expenses of incoming board members who attend the board meeting preceding the state annual meeting will be paid as part of the transition process.
 - g. While recognizing that expenses such as child or parent care, job time loss, or personal property loss may occur, the state cannot assume responsibility.
 - h. Board members are encouraged to send expense vouchers to the Finance Officer promptly following the incurrence of expenses.
 - i. Board members leading district meetings may have their expenses reimbursed; those participating on the same basis as branch members will not be reimbursed.
 - j. Every effort should be made to submit expenses in the fiscal year (July 1- June 30) during which they are incurred. If this is not possible, please notify the Finance Officer so that she may accrue an estimate for such expenses. Without such notification, expenses for one fiscal year will only be paid during the next year under extraordinary circumstances.
2. Authorized travel
- a. Travel expenses will be paid roundtrip from the place of residence or from the current location to the meeting location, whichever is the shorter distance, at the board-approved rate.
 - b. Carpooling is expected whenever possible.
 - c. Flying is discouraged, but exceptions will be allowed, pending approval of the Executive Committee.
 - d. The Finance Officer will review IRS rates for travel for both non-profit and business usage, and recommend a reimbursement rate to be approved by the board from time to time.
3. Room accommodations
- a. For board meetings and annual meetings, hotel rooms will be direct billed to AAUW-PA.
 - b. Board members are expected to share double accommodations. Upon request, single rooms can be reserved with half the cost being paid by the board member ("the single supplement).
4. Meals
- a. If necessary, meals en route to or from board or committee meetings are limited to one meal each way and will be reimbursed at the rate of \$5.00 for breakfast, \$5.00 for lunch and \$10.00 for dinner.
 - b. Meals during sessions requiring board members' attendance will be paid. **For dinners that are a la carte, AAUW-PA will cover \$25 of food costs to each board member and coordinator participant invited. Participants are**

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responsible for any dinner costs in excess of \$25 and for any alcoholic beverages consumed.

- c. Anyone on a restricted diet shall notify the administrative director so that these needs can be considered in the menu planning.

C. Nominating and Elections Committee

Committee members or alternates elected during the district caucuses will need to attend the annual meeting to verify the electoral vote. These participants will be reimbursed for travel, one night shared accommodation, and meals during the period they are rendering services in the same manner as board members.

D. Help Around the Corner Program

If a branch requests support through Help Around the Corner, the state board will allocate funds for travel (at the state approved rate) and other expenses as needed, provided that it will not place undue constraints on the fiscal situation of the state.

E. State-sponsored Meetings

1. Budget

- a. The board must balance its desire for member attendance and participation at meetings with the costs of the meetings.
 - 1) Typically the July retreats are offered with two members per branch free; other members are welcome but must pay the cost of the lunch, including tax and tip. AAUW-PA thus absorbs costs for materials, speakers, meeting room, coffee and snacks upon arrival, and any AV needs.
 - 2) District meetings are budgeted at \$250 each, with members paying any additional costs or providing potluck meals.
 - 3) Lobby day may require a room and snacks budget to coordinate advocacy efforts.
 - 4) The meeting length determines some of the costs. The board should decide whether to budget the meeting as breakeven or to subsidize some of the expenses during the budget process. The Program VP and board will then need to determine the registration fees to charge to cover the remainder of the costs.
 - 5) Because any meeting success is contingent upon the number of participants, the board should consider the total committed expenses as well as the projected attendance levels.
- b. The Program VP will be responsible for establishing expense reimbursement guidelines for annual meeting workshop leaders and speakers. Reimbursement may include mileage, meal(s), fee/honorarium, supplies, lodging and a token gift of appreciation. .
- c. The Program VP should put the details of reimbursement for presenters into an email or letter so that there is no confusion about what costs will be paid

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by AAUW-PA. Recent meetings have relied on volunteer presenters to keep expenses as low as possible.

2. State board members and off-board coordinators
 - a. No honorarium will be paid to state board members or off-board coordinators for leadership responsibilities or presentations at state-sponsored meetings.
 - b. Off-board coordinators who are invited to participate in board meetings will have their expenses paid in the same manner as board members. The convention registrar specifically will have expenses reimbursed in the same manner as board members.
 - c. The Administrative Director will distribute materials following the annual meeting and retreat to branches unable to attend.

F. Other Budgeted Expenses

1. National convention
 - a. Expenses of the President and the second representative, chosen by the board, shall be paid within the budgeted amount for travel, registration, and hotel. The representatives are responsible for their own meal expenses.
 - b. At the discretion of the board, the expenses budgeted for a second attendee may be split between several board members. No other reimbursements for attendees will be made.
2. Get-Out-the-Vote
 - a. It is anticipated that the public policy budget will require additional funding in even-numbered years for voter education.

VI. PROTOCOLS FOR ELECTRONIC MEDIA, EMAIL AND PRIVACY

The board follows the same protocols as recommended statewide and included in the AAUW-PA Policy Manual. Any email lists are maintained and used only for AAUW-related purposes.

The board strongly encourages all branches to use electronic media, including emails, websites, and Facebook to communicate events and advocacy and to outreach within their communities and friends.

VII. AMENDMENTS TO STATE BOARD HANDBOOK

This handbook, and any subsection therein, may be amended by a simple majority vote of the board of directors, provided the board is given thirty (30) days notice prior to the vote on the proposed changes. If previous notification has not been given, a two-thirds vote of members attending the regularly scheduled board meeting will be necessary for adoption.

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VIII. APPENDICES

APPENDIX 1: Suggested items to cover at Board meetings

Summer Meeting:

1. Update State board names, positions, and contact list.
2. Orient new board members.
3. Determine the year's goals and priorities.
4. Plan for state sponsored fall meetings and/or workshops.
5. Conduct preliminary discussion on next state annual meeting.
6. Approve the budget.
7. Elect one board member and alternate to the nominating committee
8. Approve the state and board calendars for the coming year.
9. Establish deadlines and requirements for *Keystoner* issues.
10. Establish deadlines and requirements for *FYI*.
11. Take a photo of the new board for *Keystoner*.

Fall Meeting:

1. Review action items and budgets of all board members.
2. Determine annual branch and member awards program.
3. Decide on topics for September conversations; President will assign branches
4. Determine initial state annual meeting arrangements and program.
5. Select state /annual meeting site two years in advance.
6. Finalize assignments for *FYI* and *Keystoner*.
7. Revise annual awards program as needed.

Winter Meeting/January:

1. Review all annual meeting and business meeting logistics and program details; make assignments as necessary.
2. Accept the report of the nominations committee
3. Approve the election process for the annual meeting
4. Approve needed bylaws amendments, resolutions, and public policy priorities, to be presented at the annual business meeting.
5. Make Conversations assignments.
6. Finalize annual awards program.
7. Finalize assignments for *FYI* and *Keystoner*.

Spring Meeting (held the day, morning, or afternoon prior to the state /annual meeting):

1. Review last-minute details of state convention/annual meeting program, logistics, and business to be completed.
2. Announce AAUW-PA NCCWSL scholarship winners.
3. Finalize assignments for *FYI* and *Keystoner*.

Post Annual Meeting: Brief discussion of lessons learned from the annual meeting and thoughts to improve further for the next meeting.

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APPENDIX 2: Job Descriptions of all Officers and Chairs

Appendix 2.1 President

The president is responsible for **directing, coordinating, and overseeing the work of the State.**

Co-presidents will divide responsibilities in an equitable manner as agreed upon by the co-presidents.

1. The President sets the calendar for meetings, the completion schedule for assignments, and develops the agenda for each board meeting. She chairs all board meetings.
2. The President recruits members to serve in appointed positions and handles any interpersonal or performance difficulties with the advice of the Executive Committee. She ensures that new board members are welcomed and oriented.
3. The president attends biennial national conventions and interfaces with national board and staff on issues and the PA pulse. For example, the national board designates one Director to talk with each state president quarterly to understand activities and concerns.
4. The President serves as the official contact for outside organizations.
5. The President encourages AAUW-PA members to be active within the total scope of AAUW activities, including discussions of AAUW policies and programs and voting for national directors. The President encourages AAUW-PA members to consider appointment to national committees.
6. She oversees the development of the State strategic plan and its implementation.
7. She works with board members and off board coordinators to progress the goals of AAUW and AAUW-PA.
8. The President is an active participant in planning key state events and the annual meeting. She also sets the topics for July retreats.
9. The President encourages membership growth by working closely with the membership vice president in forming new branches, in increasing and retaining branch membership, and in encouraging member participation in the mission. She also encourages diversity, inclusivity and welcoming behaviors, and encouragement of the branches. She sets a vision to grow membership using tools such as e-branches.
10. The President is proficient in the Member Services Database, and submits the names of her board timely to national.
11. The President publishes the FYI two weeks following board meetings (distributed by the Administrative Director), and submits a president's message for each issue of the Keystoner.
12. The President works with the bylaws chair to determine whether any changes are needed to the state bylaws and to notify branches of changes needed to conform to national. She works with the elections committee to ensure that a viable system for elections is proposed to the board in January.
13. The President identifies preliminary topics for the Conversation calls, currently in both September and February, and assigns board and off board coordinators to make the calls. She ensures that the information from the calls is used by the board to strengthen the branches.
14. She develops the agenda and script for the state annual business meeting, and reports to the membership on the "State of their state".
15. She maintains adequate files and forwards them to successor as soon as possible after the term of office expires.
16. She serves as a non-voting member of the board for one year following the term of her office.
17. The President encourages the branches to communicate, celebrate, collaborate, and participate at the state level. She marshals resources to help branches who need it, through "Help around the Corner" or other methods.
18. As requested and available, she visits branches for meetings, activities, or celebrations.

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Appendix 2.2 Program Vice President

The Program Vice President (PVP) is responsible for **planning the annual meeting program and for coordinating, implementing and reporting mission-based, programming activities**. Co-PVPs will divide responsibilities in an equitable manner as agreed upon by the co-PVPs. Possible divisions of labor include planning programming for state meetings vs. working with branches on mission-based programs and communications.

Activities and tasks include:

National:

1. Ensure that the state program complies with national objectives.
2. Maintain communication with national staff and program team.

State:

1. Serve as chair of the program development committee.
2. Build a cohesive mission-based program section within the state strategic plan.
3. Develop areas of programming that incorporate the national emphases on public policy, AAUW Funds, voter education, diversity, educational and workplace equity.
4. Integrate program work with other AAUW functions and research.
5. Chair the state annual meeting committee to contribute programs and events in keeping with AAUW's mission and themes.
6. Help with programs for district meetings and retreats as needed.
7. Plan worthwhile community events and/or community projects with the assistance of the program development committee and distribute to branches for implementation.
8. Send an annual mailing to branch program vice presidents or branch presidents, which includes highlights of effective projects for branches to replicate.
9. Update program information on the state website.
10. Write articles for state publications.

Branch:

1. Encourage branches to develop programs and community outreach projects that are mission-based.
2. Remind program planners of website links to national mission-based priorities and programs in a box.
3. Support branch program planning in areas of mission-based interest to members, such as educational equity, public policy, diversity, voter education, equal pay, and AAUW Funds.
4. Coordinate counterpart support to branch program VPs.
5. Participate in the state Help around the Corner program.
6. Visit branches for meetings or activities that reflect and support overall goals of AAUW.

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Appendix 2.3 Membership Vice President

The membership vice president (MVP) is specifically responsible for **planning, coordinating, implementing, and reporting membership activities**. Co-MVPs serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-MVPs.

Activities and tasks include:

Plan:

1. Collect information on current membership, membership trends, and target markets for use in planning.
2. Work with district coordinators to support branches and their efforts to maintain and grow membership.
3. Set goals to determine targets and strategies and outline timelines for the year.
4. Work with the College/University Chair and the social media Chair to target higher education institutions for publicity, recruitment and to determine interest in the AAUW Student Affiliate Program.

Coordinate:

1. Coordinate the work and focus of the membership committee with other committees, working to develop and participate in a marketing plan that produces programmatic and membership activities.
2. Solicit members for the membership committee to participate in specific aspects of the membership-marketing plan.
3. Delegate specific responsibilities to membership committee members and other board officers and members.

Implement:

1. Set up an e-mail listserv of branch MVPs and presidents for future contacts.
2. Send a letter of introduction (contact information, goals, short resource list, etc.) to branch MVPs.
3. Maintain contact with branch MVPs and the national membership team.
4. Route information about prospective AAUW members to the appropriate branch MVP.
5. Provide information about PA Members-at-Large to appropriate branches.
6. Work with the membership committee to identify recruitment techniques and opportunities and follow through with programs.
7. Work with branch MVPs on development and implementation of orientation activities for new members as provided in the *Best Practices for Branch Survival*.
8. Announce to branches that submission for the branch spotlight and Branch highlights awards are available on the state website and are due by February 15. Collect submissions and compile a summary for the Annual meeting yearbook.
9. Keep a tally of branch recruitment levels.
10. Maintain a file listing successful branch recruitment efforts.
11. Offer assistance to branches that are considering disbandment. Maintain a disbanded branch file listing reasons for the loss.
12. Provide membership materials to branch MVPs.
13. Visit branches for meetings or activities as requested, if available.

Report:

1. Report to the board on membership trends, plans, and projects.
2. Assist in the compilation of state and national surveys and reports such as the February 1 count. Send the state membership report to the editor of the Yearbook for the annual State business meeting.
3. Work with the Finance Officer to provide a list of membership categories and dues to board members and branches.
4. Interpret state and national membership policies for branches.
5. Submit a membership article to each issue of the *Keystoner*.

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Appendix 2.4 Secretary

The secretary is specifically responsible for **keeping the official records of the state**. Co-secretaries serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-secretaries.

Activities and tasks include:

State:

1. Keep a record of all meetings of the state, the board of directors, and the executive committee.
2. Assist the president if requested by providing informal board meeting notes within one week of the meeting.
3. Send each board member a copy of minutes from all board meetings
4. Send the annual meeting minutes to the appointed reviewers within two months of the meeting, and then submit the minutes for board review and then publication in the next annual meeting yearbook.
5. Record written votes of members of either the board of directors or the executive committee between meetings, as specified in the state bylaws.
6. Maintain access to all documents and records pertaining to the state.
7. Handle official state correspondence as directed by the president or authorized by board action.

AAUW-PA Archives:

1. Keep a copy of the AAUW-PA memorandum of Agreement with the State Archives on file and transfer it to the next secretary.
2. Maintain an updated newspaper-clipping notebook of Pennsylvania branch activities.
3. Share copies of outstanding or unique clippings with national AAUW. Send copies of any AAUW news printed in PA media to national.
4. Gather materials (only two-dimensional objects) annually for deposit in the AAUW archives. Such items may include the annual business meeting Yearbook, copies of the *Keystoner* issues for the year, minutes from board and state business meetings, newspaper clippings about State activities, and such other items as designated by the board or the president.
5. Cull archival materials as determined by storage space limitations.
6. Act as liaison between the state board and the Pennsylvania Historical and Museum Commission.
7. Save and deposit all board materials for proper storage with the Pennsylvania State Archives. They can be reached at ra-statearchives@state.pa.us, and their website is <http://www.phmc.state.pa.us/bah/dam/mg/mg350.htm>

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Appendix 2.5 Finance Officer

The finance officer (FO) is specifically responsible for **planning, directing, and documenting the financial matters of the State**. Co-FOs serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-FOs.

Activities and tasks include:

Plan:

1. Prepare a proposed annual budget for approval at the summer board meeting, using actual expenditure figures from the previous year and the anticipated income and expenses noted by board members. (Note: Plan for electoral/GOTV activities in the even numbered years.)
2. Submit state financials (net cash inflow/outflow and asset balances) for the last fiscal year, the budget, and recent actual for publication in the annual meeting yearbook. Answer any questions members might have at the annual meeting
3. Provide financial reports for board meetings and as requested. Review expenses related to annual meetings to assist in the development of the budget and the registration fee.
4. Compare membership figures with the MVP, and then provide them to the Secretary, and AAUW Funds Chair (to calculate per capita contributions) before the State annual meeting.

Direct:

1. Chair the Finance Committee.
2. Instruct board members on completion and submission of reimbursement vouchers.
3. Receive, review and sign all vouchers, checking that all adhere to the adopted budget.
4. Post expenditures to the proper assigned function or line item account.
5. Issue checks in payment of bills incurred by the state.
6. File tax returns as required by law.
7. Collect, reconcile and deposit branch membership dues.
8. Review liability insurance policy options each year and purchase a policy for AAUW-PA.
9. Renew bulk mailing permit each year when due.

Document:

1. Maintain an accurate record of the financial status of the state.
2. Maintain a finance ledger, posting all expenditures by assigned function and line item.
3. Monitor and review bank account and investment balances and interest rates.
4. Submit records at the end of the two-year term on which the newly elected FO will perform the required peer audit.
5. Send a copy of the year-end budget to the *Keystoner* editor following the summer board meeting.

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Appendix 2.6 (a) Administrative Director

The administrative director is appointed by the president to assist in discharging administrative duties. The administrative director is a member of the state board. In addition to compliance with the General Responsibilities of Board Members, the administrative director is specifically responsible for **assisting the president in whatever manner will be most helpful. Responsibilities include but are not limited to the following:**

State Board Meetings:

1. Arrange hotel location reservations, meeting rooms, meals and all other necessities for board meetings. Evaluate the meeting location for future use.
2. Notify board members as directed by the president, distribute agenda and other meeting related reports, and send travel instructions and other information.
3. Aid the president in developing and tracking the “To Do” list begun at board meetings.
4. Collect materials distributed at board meetings and send them to any members unable to attend.
5. Review, with the president, the minutes from the board meeting before circulation to the full board.
6. Prepare the four post-board meeting mailings (*FYI*) to branch presidents with information from the state president and other members of the board. Send these mailings in electronic form to the website coordinator for uploading to the AAUW-PA website.
7. Notify branch presidents and board members that the *FYI* is ready to be viewed online and send a hard copy to those branch presidents who request it.

Mailing Lists and Address Labels:

1. Compile lists of branch officers and committee chairs submitted by branch presidents on the national officer forms or state branch officer forms.
2. Provide labels for board members as requested for mailings to branch counterparts.
3. Provide electronic contact lists of branch counterparts to board members.

Stationery:

1. Maintain an adequate supply of stationery and envelopes and distribute them to board members as needed (preferably at meetings).
2. Keep a record of supplies used to allow for adequate reordering of supplies.

Business Cards and Name Badges:

1. Place orders for name badges for state board members.
2. Oversee business cards for board members by printing them for each board member or by providing templates and business card stock to board members who prefer to print the cards themselves.

Annual Business Meeting/Biennial Convention:

1. Prepare the convention/annual meeting yearbook.
2. Mail official packets to branch presidents unable to be at the annual meeting/convention.

Finance Committee:

1. Serve as a member of the finance committee.

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Appendix 2.6 (b) Administrative Director - Generic Calendar

June

1. Have state name pins made.
2. Encourage board members to make their own business cards using supplied templates or print the business cards for board members.
3. Contact hotel to finalize needs for summer board meeting.
4. Make arrangements for board meeting dinner off site if necessary.
5. Prepare for July retreat.
6. Collect July agenda and a new board of directors list from the president and any other board reports and distribute to board members at least one week prior to meeting.
7. Ask board members for stationery and/or label needs.
8. Prepare and print tent cards for new board members.
9. Continue to collect branch officer forms (BOFs) and enter data.
10. Prepare mailing labels.

July

1. Contact hotel about two weeks before board meeting with final room count, a rooming list, meal count, and AV needs. See contract for details.
2. Attend July board meeting.
3. Bring state pins, if available, and blank business card stock.
4. Bring Board Box to meeting.
5. Distribute stationery, envelopes and labels (if asked). Bring extra stationery.
6. Mail board-meeting materials to absent members.
7. Continue to collect branch officer forms and enter data. Continue board counterpart lists.
8. Prepare *FYI* for posting and mailing.

August

1. Continue to collect branch officer forms and enter data.

September

1. Contact hotel to finalize needs for fall board meeting.
2. Make arrangements for board meeting dinner off site if necessary.
3. Collect October agenda and any board reports and email to board members at least one week prior to the meeting.
4. Update board list if necessary.
5. Ask board for stationery and/or label needs.
6. Continue to collect branch officer forms and enter data.

October

1. Contact hotel about two weeks before board meeting with final room count, a rooming list, meal count, and AV needs.
2. Attend October board meeting.
3. Bring Board Box to meeting.

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4. Bring state pins, if available, and business card stock.
5. Distribute stationery supplies. Have extra on hand.
6. Prepare *FYI* for board members and branches.
7. Continue to collect branch officer forms and enter data.

November

1. Contact hotel to discuss needs for winter board meeting.
2. Make arrangements for board meeting dinner off site if necessary.

December

1. Collect January's agenda and any board reports and email to board members at least one week prior to meeting.
2. Ask board for stationery/label needs.

January

1. Contact hotel about two weeks before board meeting with final room count, a rooming list, meal count, and AV needs.
2. Collect January agenda and any board reports and email to board members at least one week prior to the meeting.
3. Confirm arrangements for off-site dinner if necessary.
4. Bring Board Box to meeting.
5. Distribute stationery, envelopes and labels (if asked). Bring extra stationery.
6. Mail board-meeting materials to absent members.
7. Prepare *FYI* for posting and mailing.

February

1. Prepare *FYI* for posting and mailing if not done in January.
2. Send Branch Leaders' Meeting information to branches (maybe in *FYI*).
3. Begin work on annual meeting Yearbook.
4. Contact hotel for summer board meeting.

March

1. Continue work on annual meeting Yearbook.
2. Contact board members who may need certificates printed for convention.

April

1. Approve final draft of Yearbook and send to printer.
2. Print Spotlight, Outstanding Woman, AAUW Funds, Membership, and Branch Recognition certificates.
3. Collect convention board meeting agenda and any board reports and email to board members at least one week prior to meeting.
4. Prepare administrative director's board report.
5. Distribute stationery, envelopes and labels (if asked). Bring extra stationery.
6. Mail board-meeting materials to absent members.
7. Prepare *FYI* for posting and mailing.

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May

1. Prepare post-convention mailing to branches if necessary.
2. Begin collecting and entering data from branch officer forms.
3. Make board counterpart lists and mailing labels for each office listed on the form.
4. Contact state president for her board of directors' list. Check for accuracy. Prepare board of directors' list for each board member

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Appendix 2.7 Public Policy Chair

The public policy chair is specifically responsible for **working with the national public policy committee and staff and directing AAUW public policy action in Pennsylvania**. Co-chairs serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-chairs. Possible divisions of labor include internal vs. external or Voter Education vs. other responsibilities.

Responsibilities include but are not limited to the following:

State-level Coordination of Public Policy Initiatives:

1. Encourage public policy action on the state level and coordinate such activities which may include but are not limited to contacting legislators, conducting issue or candidate forums, organizing letter-writing campaigns, or coordinating lobbying efforts by members, etc.
2. Plan for electoral Get-Out-The-Vote (GOTV) activities in the even-numbered years.
3. Coordinate and initiate AAUW-PA's participation in cooperative action with other organizations on shared issues and that are identified in AAUW-PA Public Policy Priorities.
4. Represent AAUW-PA's positions appropriately before civic and governmental bodies and the public.
5. Initiate measures for the biennial adoption of the state public policy principles and priorities in accordance with state bylaws and consistent with AAUW's mission.
6. Schedule and conduct public policy committee meetings. The public policy committee is comprised of state board members having program responsibilities with public policy implications, including the president (ex-officio), program vice president and District Coordinators, and additional members selected by the chair with board approval.
7. Serve on the state program committee, chaired by the PVP.
8. Help plan state and regional meetings.
9. Encourage and organize state public policy awards at the state annual meeting.

PA-Member Education on Public Policy Issues:

1. Identify and track state legislation related to the public policy priorities.
2. Notify branches and members of public policy issue alerts via email.
3. Update public policy information on the state website.
4. Write articles for state publications.
5. Participate in the state Help Around the Corner program.

Support for Branch Public Policy Actions:

1. Provide orientation for branches and newly appointed branch public policy chairs.
2. Develop branch public policy programming materials.
3. Disseminate national public policy materials and opportunities.

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Appendix 2.8 AAUW Funds Chair

(FORMERLY EDUCATIONAL FOUNDATION CHAIR and LEGAL ADVOCACY FUND LIAISON)

The AAUW Funds chair is specifically responsible for **working with branches and the state board to promote the mission, research, and programs of the AAUW Funds and to oversee AAUW fundraising activity in the state.**

Co-chairs serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-chairs. Possible divisions of labor include fundraising vs. communications, or programming vs. statistics, or branch support vs. state activity, etc.

AAUW Funds include the following:

AAUW Funds (General support), Educational Opportunities Fund (Fellowships and Grants), Eleanor Roosevelt Fund (Research program), Leadership Programs Fund, Legal Advocacy Fund, Public Policy Fund

Responsibilities include but are not limited to the following:

General:

Adhere to AAUW Funds contribution deadlines, fiscal management policies and charitable tax laws.

State:

Fundraising and Recordkeeping:

1. Collect, record, and announce State contributions to the Funds.
2. Complete the Contribution report forms.
3. Calculate top ten branches in total contributions and per capita contributions for the AAUW Funds recognition year and provide certificates to qualifying branches.
4. Compile information for Convention/Annual Meeting Yearbook.

Programming:

1. Serve on the state program development committee, chaired by the PVP.
2. Work with other state board members and committees to integrate AAUW Funds research, programs and fundraising efforts with other state priorities as appropriate.
3. Help plan state and regional meetings.
4. Provide to the appropriate branch chairs and state board members the list of Pennsylvania fellows and litigants and contact them as necessary.
5. Arrange for litigants and/or fellows to make presentations at state conventions or other state meetings.
6. Provide information about AAUW Funds, research, and program information through *Keystoner* articles and the State website.

Branch Support:

Fundraising and Recordkeeping:

1. Encourage branches and individuals to support AAUW Funds research and programs.
2. Serve as a consultant to branch AAUW Funds chairs in areas of fundraising, planning, and goal setting.

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3. Visit branches, especially new branches, when requested, to provide assistance or present a program.
4. Maintain regular contact (at least quarterly) with branches through the *Keystoner*, *FYI*, and individual mailings.
5. Encourage branch AAUW Funds chairs to track the contributions of individual branch members to the extent possible and submit a copy of the contribution report form to the State AAUW Funds chair.
6. Collect AAUW Funds contributions from branches and forward them to the AAUW Development Office.
7. Review AAUW Funds reports on branch contributions for accuracy and request that discrepancies be addressed.

Recognition:

1. Provide recognition of branch achievements, activities, and donations at board meetings and at the State convention/annual business meeting and through *Keystoner* articles.
2. Provide Educational Foundation Honoree certificates to qualifying branches as requested.

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Appendix 2.9(a): District Coordinator

The District Coordinator or the branch liaison is specifically responsible for **communication between the state board and particular branches in PA**. The District Coordinator is a resource person, coordinator, and advocate for the branches. Each District Coordinator, appointed by the state president, will serve a two-year term on the state board.

Activities and tasks include:

1. Convey branch concerns to the state board and information and requests from the state board to the branches.
2. Establish communication with one person, called the branch representative, from each branch. The representative is most typically the branch president, but may be any branch member who is on the branch board or is a branch officer.
3. Facilitate branch activity by serving as a primary source of AAUW-PA information.
4. Provide information regarding noteworthy branch activities within the district to the *Keystoner* editor and to the AAUW-PA website coordinator.
5. Try to have each branch visited by a District Coordinator or AAUW-PA state board member during the two-year term. For efficiency, this visit could be a joint meeting of multiple branches.
6. Participate in the Help Around the Corner program.
7. Chair the district caucus meeting at the annual state meeting or biennial state convention. During this meeting, the district representative to the state nominating committee is elected and other district business is conducted.
8. Serve on the state program development committee.
9. Organize the biennial regional meeting.
10. Elicit programming ideas from branches for state convention.
11. Participate in the planning and completion of state meetings as requested.

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Appendix 2.9(b): District Coordinator: 2-Year Calendar

Year 1	Activity:
July	Attend State board meeting and summer Leaders' Meeting Correspond with designated branches to introduce self and share info from board meeting
August	Correspond with designated branches to introduce self and share info from board meeting
September	Query branches regarding concerns to be shared with AAUW-PA board
October	Attend State board meeting
October	Share info from State board meeting with designated branches
January	Query branches regarding concerns to be shared with AAUW-PA board
January	Attend State board meeting
January	Share info from State board meeting with designated branches
January	Encourage branches to participate in AAUW-PA award programs (Outstanding Woman, Gateway to Equity, Branch Recognition, etc.)
January-February	Conversations Calls
March	Encourage attendance at AAUW-PA Annual Meeting
April	Query branches regarding concerns to be shared with AAUW-PA board
April	Attend State board meeting and Annual Meeting; lead district caucus
April	Encourage attendance at the AAUW national convention
April	Share info from State board meeting with designated branches
May	Install branch officers at designated branches as requested
June	Begin planning regional meeting (reserve meeting space; find speakers)
Year 2	Activity:
July	Attend State board meeting Correspond with designated branches to introduce self and share info from board meeting
July	Correspond with designated branches to introduce self and share info from board meeting
August	Continue planning for designated regional meeting (meals, equipment)
September	Query branches regarding concerns to be shared with AAUW-PA board
October/November	Hold regional meeting
October	Attend State board meeting
October	Share info from State board meeting with designated branches
January	Encourage branches to participate in AAUW-PA award programs (Outstanding Woman, Gateway to Equity, Branch Recognition, etc.)
January	Query branches regarding concerns to be shared with AAUW-PA board
January	Attend State board meeting
January	Share info from State board meeting with designated branches
January-February	Conversations Calls
March	Encourage attendance at AAUW-PA annual meeting
April	Attend AAUW-PA annual meeting; lead district caucus
May	Install branch officers at designated branches as requested
June	Encourage branch members to attend summer retreat
Ongoing	Complete committee work as assigned Encourage invitations to visit branches

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Appendix 2.10 (a): College/University Liaison

In addition to compliance with the General Responsibilities of Board Members, the College/University (C/U) liaison (also known as the C/U Relations Chair) is specifically responsible for **servicing as the link between AAUW-PA and the higher education community**. This often includes recruiting and retaining C/U partner members in PA, encouraging and supporting student affiliates, facilitating the formation and registration of AAUW Student Organizations, helping C/U representatives and branch C/U liaisons, and increasing AAUW's visibility on campuses.

Co-chairs serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-chairs; possible divisions of labor include working with C/U partners vs. student affiliates and student organizations or serving as branch liaison vs. C/U liaison.

A complete job description is at:

<http://www.aauw.org/resource/state-collegeuniversity-cu-relations-chair-position-description/>

Related Positions:

1. The state C/U liaison is a member of the AAUW-PA membership team and reports to the Membership Vice President. The position of C/U liaison may be on board or off board.
2. Each college or university that is a partner member has **up to two C/U representatives** appointed by **the campus president** to serve as the point person on campus. Basic information for C/U representatives is at: <http://www.aauw.org/resource/guide-for-cu-reps/>. **Note:** It is helpful if the designated person is a women's center director or other person who has the commitment and time to advocate for AAUW issues and to promote programs (rather than a Provost, for example).
3. Each branch is encouraged to have a **branch C/U liaison** who communicates with local colleges and universities, recruits and retains C/U partner members in her community, and helps to increase AAUW's visibility on local campuses. A complete job description is at: <http://www.aauw.org/resource/branch-collegeuniversity-cu-relations-chair-position-description/>. **Note:** 1) It is critical that the branch C/U liaison be properly listed on the Branch Officer Forms (not as, e.g., education chair) so that the name of the branch C/U chair will be made available to the state C/U liaison. 2) The campus C/U representative is sometimes also the branch C/U liaison.

Resources:

1. Good resources for recruiting and retaining C/U partner members and student affiliates are all at or linked from: <http://www.aauw.org/membership/college-university-partner/>
2. Brochures are available on the aauw.org website or may be ordered in quantity from Shop AAUW.

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Appendix 2.10 (b): College/University Liaison - Calendar

Overview of Activities: In general, the year follows the schedule below:

Summer:

General:

1. Develop goals for the program for the following year.
2. Ensure that the AAUW-PA strategic plan/vision statement includes increasing the number of partner members and deploying AAUW programs to campuses.
3. Ensure that the AAUW-PA budget includes funding for at least four NCCWSL scholarships.
4. Consider joint programs with a campus—perhaps a meeting on campus or support of an AAUW-mission-based campus activity. Such activities may include promotion of voter education and Get-Out-the-Vote activities (perhaps in cooperation with the League of Women Voters), Elect Her-Campus Women Win, \$tart \$mart, additional funding from branches for NCCWSL, and/or recognition of Equal Pay Day.
5. Update the Opportunities for Students files, the website content, and the NCCWSL information and application.

Connections to the campus representatives:

1. Work with C/U campus personnel to educate them regarding the advantages of membership and the programs that benefit faculty and students. Benefits can be found at: <http://www.aauw.org/membership/college-university-partner/>
2. Urge the campus to renew/join.
3. Encourage them to connect with branch C/U liaisons.
4. Promote the E-SAF (electronic student affiliate) program that is free to undergraduates at C/U partner members.
5. Work with the AAUW-PA board to determine the focus for work with C/U member institutions for the year (for example, increase the number of Student Organizations, NCCWSL attendance, or \$tart \$mart workshops, etc.).

Connections to the branches:

1. Obtain list of NCCWSL attendees who have agreed to speak with branches; promote them to branches as speakers.
2. Notify branch C/U liaisons and/or branch presidents that you are available as a resource.
3. Promote the state's Emerging Leader Internship program.

Fall:

General:

1. Assess progress of goals set.
2. Celebrate successes.
3. Take corrective measures if needed.

Connections to the campus representatives:

1. Welcome new partner members and renewals.
2. Follow up with campuses that have not renewed—generally, it is an oversight if they have not.
Note: If a C/U partner member has not renewed by November 30, its membership will lapse.

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3. Provide information on where most relevant information can be found on the AAUW website, including upcoming fellowship and grant deadlines.
4. Encourage applications for the Campus Action Project grants.
5. Promote the state's Emerging Leader Internship program.

Connections to the branches:

1. Encourage campus visits by branch C/U relations chairs.

Winter/spring:

General:

1. Continue activities from fall.
2. Contact the C/U representatives and the branch C/U liaisons.
3. Celebrate successes.
4. Develop new liaisons and programs as appropriate for remainder of year and into next year.
5. Write the annual report on C/U activities and membership numbers for the annual meeting Yearbook.

NCCWSL:

1. Promote heavily NCCWSL attendance, AAUW-PA grants, and branch support.
2. Promote discounts available to partner members.
3. Enlist three additional state members to serve on NCCWSL grant award committee; at least one of them should also be on the state board.
4. Award AAUW-PA NCCWSL grants.
5. Stay in touch with scholars.

Throughout the year:

General:

1. Regularly review the C/U materials on <http://www.aauw.org>
2. Include an informative article in each *FYI*.
3. Include an informative article in each *Keystoner*.
4. Work with website manager to keep related material up-to-date.
5. Answer emails completely and in a timely fashion.
6. File reports with the state board for every board meeting.

Connections to the campus representatives and branches:

1. Stay in communication with branch C/U relations chairs and campus C/U representatives.
2. Involve the branch college/university chairs in developing and strengthening the relationship between the local college/university and local branches, state board, and national organization.

Connections to national:

1. Correspond with the program associate for C/U relationships and various staff members at the national level.
2. Work with them to make sure you get list of branch C/U representatives and other information you need.
3. Help them troubleshoot problems you have identified.

In addition to compliance with the General Responsibilities of Board Members, the College/University (C/U) relations chair is specifically responsible for **servicing as the link between AAUW and the higher**

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education community to recruit and retain C/U partner members in PA and to increase AAUW's visibility on campuses. Co-chairs serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-chairs. Possible divisions of labor include C/U partners vs. Student Affiliates or branch liaison vs. C/U liaison.

A complete job description is at:

http://www.aauw.org/member_center/branches_states/upload/state_CURelationsChair.pdf

Related Positions:

4. The state C/U relations chair is a member of the AAUW-PA membership team and reports to the Membership Vice President. The position may be on board or off board.
5. Each college or university that is a partner member has a **C/U representative** appointed by **the college president** to serve as the point person on campus. A complete job description is at: http://aauw.org/member_center/branches_states/upload/CURepresentative.pdf **Note:** It is helpful if the designated person is a women's center director or other person who has the commitment and time to advocate for AAUW issues and to promote programs (rather than a Provost, for example).
6. Each branch is encouraged to have a **branch C/U relations chair** who communicates with local colleges and universities, recruits and retains C/U partner members in her community, and helps to increase AAUW's visibility on local campuses. A complete job description is at: http://www.aauw.org/member_center/branches_states/upload/branch_CURelationsChair.pdf **Note:** 1) It is critical that the branch C/U relation chair be properly listed on the Branch Officer Forms (not as, e.g., education chair) so that the name of the branch C/U chair will be made available to the state C/U relations chair. 2) Often, the campus C/U representative is also the branch C/U relations chair.

Resources:

3. Good resources for recruiting and retaining C/U partner members are at: <http://www.aauw.org/about/join/colleges/index.cfm>
4. Be sure to read the two PowerPoint presentations from the 2010 webinars.
5. College Recruitment and Retention: <http://www.aauw.org/about/join/colleges/cuRecruit.cfm> and http://www.aauw.org/about/join/colleges/upload/CUpartnerships_recruittips.pdf (You can get to this .pdf file by clicking on the link "Tips for College/University Partner Recruitment and Retention" from the College Recruitment and Retention page of www.aauw.org).
6. Brochures are available on the [aauw.org](http://www.aauw.org) website or may be ordered in quantity from Shop AAUW.

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Appendix 2.11 Conference Coordinator

In addition to compliance with the General Responsibilities of Board Members, the State conference coordinator is responsible for **the logistics of the biennial state convention and annual state business meeting in cooperation with the state president, the program vice president, the host branch(es), and the hotel. The main responsibilities are to select a hotel for convention and to make the necessary arrangements, including meeting facilities, meals, registration, etc.** The conference coordinator assists the state president and program vice president in the areas of program and planning, as requested.

Activities and tasks include:

Two years prior to the convention date:

1. Investigate and select possible convention sites for the next convention; if possible, the convention site should rotate across the state
2. Make a recommendation to the board about the site options; the convention location is chosen by vote of the State Board
3. Ask local branch(es) to assist with the logistics of the convention.

Facilities:

1. One large meeting area for approximately 125 persons for business sessions and special programs
2. One large dining room for approximately 125 persons
3. Three workshop rooms that will each accommodate 20 – 50 people comfortably
4. Meeting room for state board
5. Display area for any AAUW Action Funds sales and branch displays
6. Hospitality room
7. Registration area
8. Audio-visual equipment (availability and cost list)

One year prior to the convention date:

Program:

1. The program vice president, in cooperation with the board, determines the program and may choose a convention theme.

Nine months prior to convention:

1. Name the local arrangements committee and notify them of their expected duties. Duties are determined by the conference coordinator and may change depending on the location of the convention.

Five months prior to convention:

Publicity:

1. Send the convention registration form and room registration information to the *Keystoner* editor. The *Keystoner* editor determines the deadline date.

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Equipment:

1. Request equipment needed by workshop leaders and the Board.

Three months prior to convention:

Meals:

1. Make final meal selections. Meal selections will be appropriate to the convention length and program and mindful of cost, quantity, and quality of food.

Equipment:

1. Confirm with the hotel the equipment needed by workshop leaders and the Board.

Two weeks prior to convention:

1. Conference registrar and local committee notify conference coordinator of registration totals.

Convention:

1. Supervise implementation of all plans
2. During the business session, present the credentials report, which consists of the number of voting members and number of branches represented

Two weeks after convention:

1. With the program vice president, evaluate convention using the returned evaluation forms
2. Send the convention report to the state president
3. Write thank you notes to host branch(es) and the local arrangements committee.

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Appendix 2.12 Social Media Coordinator

The Social Media Coordinator works closely with other members of the board on communications and engaging members and the public in mission advocacy, publicizing meetings and events, celebrations, and recognitions.

Activities and tasks include:

1. Maintain AAUW-PA presence on various social media, including Facebook and Twitter
2. Manage content on AAUW-PA social media sites
3. Outreach to branches and support branch efforts to have social media presence
4. Promote the use of social media within the organization
5. Protect the privacy of members by educating them on “safe settings”
6. Educate AAUW-PA members in how to share and like events and pages to support goals of the organization and “go viral”
7. Brainstorm and research new social media to spread the word about AAUW/AAUW-PA.

The Social Media Chair will monitor all entries on the AAUW-PA social media pages. Any non-conforming entries will be removed. Non-conforming entries include entries inconsistent with AAUW policies and bylaws, jokes or chain letters, campaign literature, or personal communications.

Branches are encouraged to use the AAUW-PA social media pages to advertise their branch activities that would be of interest to other branches in the state and to coordinate multi-branch activities.

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Appendix 2.13 Bylaws Chair

The State bylaws chair is responsible for **ensuring that State and PA-branch bylaws are in compliance with the national bylaws and that branch bylaws are also in compliance with State bylaws.** The bylaws chair may be an off-board position. When warranted, a bylaws committee may be formed and shall consist of the chair and at least two other members.

Branch Bylaws:

1. For mandatory branch bylaws changes:
The bylaws chair will notify branches when bylaw revisions are made to the national or state bylaws that require changes in branch bylaws in order to bring the branches into compliance. Included in this notification will be details on the changes and the date by which these changes are to be made. Once completed, the branch is required to send a copy of the amended branch bylaws to the state bylaws chair by December 1st. Any changes in the branch bylaws due to changes in the national or state bylaws do not require a vote from the branch membership.
2. For non-mandatory branch bylaws changes:
Branches wishing to make non-mandatory changes to their branch bylaws will need to submit the proposed changes to the state bylaws chair for her review and approval before proceeding. Non-mandatory changes require notification of the proposed changes to the branch members and a quorum of branch members present for the vote as specified in the bylaws of the affected branch.
3. Records:
The state bylaws chair is to maintain records of the status of branches' compliance with both mandatory and any applicable non-mandatory changes and to provide this information to the chair of the national Governance Committee when requested. The state bylaws chair is to keep on file an electronic or paper copy of all branch bylaws in her records.

State Bylaws:

1. For mandatory State bylaws changes:
The president will delegate to the bylaws chair the responsibility for bringing the state bylaws into compliance with the AAUW bylaws after each AAUW convention. Any changes in the state bylaws due to changes in the AAUW bylaws do not require a vote from the members of AAUW-PA.
2. For non-mandatory State bylaws changes:
The bylaws chair will propose and/or request proposed changes to the AAUW-PA bylaws from the membership of AAUW-PA. Proposals from the membership of AAUW-PA need to be received by December 1st. The state bylaws chair will send all proposed changes to the chair of the national Governance Committee for her review and approval before proceeding. The state bylaws chair will present all proposed changes in state bylaws that the Governance Committee has approved to the state board at the winter board meeting. The bylaws chair will forward a copy of the proposed bylaws changes that the state board has approved to the *Keystoner* editor for inclusion in the issue of the *Keystoner* that precedes the annual State business meeting. It is intended that the membership have at least six weeks' notice prior to the annual state convention of any proposed bylaws changes.
3. Records:
The bylaws chair is required to send the current AAUW-PA Bylaws to the chair of the national Governance Committee and to the state website administrator for posting on the state website, as well as keeping a paper copy of the AAUW-PA bylaws in her records.

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Appendix 2.14 Conference Registrar

The conference registrar supports the coordinator **in processing registrations for convention and the state annual business meeting**. Most work is done during the winter and spring.

Responsibilities include but are not limited to the following:

1. Maintain two convention registration lists on Microsoft Excel (or similar spreadsheet program):
 - a. The Master Convention list will include the name, address, branch, district, whether first time at convention, whether outstanding person nominee, special needs, and voting status.
 - b. The Master Event list will include the name, branch, workshops selected, registration status, meals selected, total registration fee, amount due if any, and registration for special events such as the AAUW Action Funds walk or other fundraising events. Information on the two forms can be modified in consultation with the conference coordinator.
2. Provide printed copies as requested for use at the convention registration desk.
3. Confirm registration by e-mail or stamped, self-addressed postcards provided by registrant.
4. Contact registrants to clarify discrepancies (i.e., conflicting workshops, payment at odds with the costs of selected options, etc.).
5. Collect contributions for any convention-related fundraisers for AAUW Funds and forward them to the AAUW Funds chair for AAUW-PA.
6. Copy registration checks and give the checks to the finance officer for deposit into AAUW-PA's checking account.
7. Provide printed nametags for all registrants.
8. Provide printed labels for all registrant packets.
9. Provide printed list of convention registrants with name and branch identification only.
10. Provide printed list of first-time convention attendees.
11. Attend state convention as a part of the state board. Expenses will be paid. This individual is expected to share a room with a state board member.

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Appendix 2.15 Keystoner Editor

The *Keystoner* editor is specifically responsible for **editing and producing the Pennsylvania every-member publication.**

The editor may appoint a circulation manager to have responsibility for distribution of the *Keystoner*.

Responsibilities include but are not limited to the following:

Copy:

The *Keystoner* is intended for the AAUW member who does not get information by virtue of serving on a branch board. The editor should try to maintain a balance between AAUW, State and branch news in each issue. Consult with the board as to the contents of each issue. Board members are expected to contribute appropriate articles.

1. Plan each issue in advance and request articles from appropriate board members and/or guest authors.
2. Set copy and mailing deadlines. Allow two to three weeks between mail house and delivery date.
3. Reserve the right to edit all copy as to format, style and length.

Every Issue Contains:

1. President's column
2. Calendar of important upcoming dates
3. AAUW Helpline telephone number
4. Space on last page for mailing label and AAUW logo

Post-Convention Issue (Summer) Contains:

1. Fall programming information
2. State convention summary including AAUW Funds reports, awards, actions taken at the business meeting, and information on new issues when appropriate
3. AAUW business meeting or convention announcement

Fall Issue Contains:

1. AAUW national business meeting news annually
2. AAUW national convention news as held
3. End-of-year financial report

Winter Issue (Pre-Convention issue) Contains:

1. Convention program and registration form
2. Convention speakers with photographs
3. Hotel and meals information
4. Proposed public policy program (even numbered years)
5. Resolutions
6. Bylaws changes
7. Nominating committee report with candidate biographies

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Editing and Layout:

1. Proofread the issue. Enlist (an)other member(s) to proofread the issue. Make changes as necessary.
2. Check with president for comments, suggestions, corrections or additions.
3. Arrange for printing.

Mailing List:

1. Forward all the notices of new email subscribers to the finance officer so that she can mark them on the list.
2. Upon receipt from the finance officer of the name of a new member, invite the new member to join the email list.
3. Obtain a copy of the updated State mailing list from the finance officer.

Distribution:

1. Order mailing labels from AAUW for AAUW officers and PA college/university representatives.
2. Obtain a bulk mail permit and renew it as necessary. Make arrangements for bulk mailing.
3. Arrange for delivery of surplus copies.
4. Post an electronic copy of the *Keystoner* on the state website or forward to the state website coordinator for posting.
5. Send bulk e-mail to those receiving electronic-only distribution of the *Keystoner* alerting them to the new issue posted on the AAUW-PA website.
6. Manage and maintain the database of AAUW-PA members for electronic-only distribution of the *Keystoner*.

Budget and Payment of Bills:

1. Approve the printer and mail house bills, which are sent to the treasurer, before they are paid.
2. Ensure that the bill for the mailing list, if used, is forwarded directly to the State finance officer.
3. Request from the finance officer at the appropriate time an advance to pay for the bulk mailing permit and postage for the year's issues.
4. Submit vouchers for reimbursement of expenses incurred for the *Keystoner*.

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Appendix 2.16 Outstanding Woman Award Chair

The Outstanding Woman (OW) Award chair is appointed by the president and is an off-board position unless the chair also holds another position on the board. In addition to compliance with the General Responsibilities of Board Members, the OW Award chair is specifically responsible for **administering the Outstanding Woman Award process**.

Summer:

1. By September 15, update the nomination form. Change the following: date of nomination form, convention/annual meeting year, convention/annual meeting site, person receiving digital pictures, deadlines, and OW Award chair contact information.
2. Email or mail updated form to AAUW-PA administrative director and AAUW-PA website coordinator in time for the post-fall-board mailing to branches.

February:

1. Branches will submit nomination forms with names of outstanding women and their summaries to the OW Award chair by February 1, unless the board changes the due date.
2. Within the parameters of the deadline date, prepare a list of summaries of all outstanding women and email/mail to person preparing the Awards Booklet along with any hard copy/digital pictures received.

March:

1. Complete an Outstanding Woman Award certificate for each honoree. Sign all certificates and have the AAUW-PA president sign them.
2. Optional: The administrative director may complete the certificates instead of the OW Award chair if the OW Award chair provides the information to the AD in a timely manner.

At the Convention/Annual Meeting:

1. In cooperation with the conference coordinator, participate in the Outstanding Woman Award ceremony to announce names of outstanding women present and distribute their certificates.
2. Give any undistributed certificates to the administrative director at Convention/Annual Meeting for mailing to branch presidents.

After the Convention/Annual Meeting:

1. A list of the outstanding women will be published in the post-convention issue of the Keystoner and posted on the AAUW-PA website.

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Appendix 2.17 Visibility Chair

The Visibility Chair works closely with the board and branches to encourage news articles on events and activities, press releases on awards and recognitions, and letters to the editor and Op Ed articles related to advocacy issues.

The Visibility Chair supports branch efforts at publicity

The visibility chair provides tips and encouragement to branches and members in their efforts at visibility

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Appendix 2.18 Website Coordinator

The AAUW-PA website is a key communications vehicle internally, a repository of data and forms, and a method for the general public to learn about AAUW-PA.

The Website Coordinator:

Helps with the strategic design and “fresh” look of the website.

Is part of the team to ensure that items are easily accessible.

Notifies when the front page is not refreshed several times a month and works with the Keystoner editor and the District Coordinators to create excitement on it.

AAUW-PA Website - <http://aauw-pa.aauw.net>

Website Coordinator: The website coordinator is specifically responsible for **maintaining the website in a manner that is mission-focused, easy to navigate for both current and prospective members and for other visitors, and as current and relevant as possible. Each member** of the board of directors is responsible for updating the content of the pages within her/his purview and forwarding the new content in post-ready condition to the president who will verify it and pass it on to the website coordinator for posting as soon as possible. The website coordinator will ensure that the president and the board are aware of this. A release form must be signed by any non-AAUW person and particularly by a parent of any child who is photographed before the photo is posted.

Contents: The state website will be linked to the national website, <http://www.aauw.org>; branch websites; and websites of like-minded organizations whose missions do not conflict with the AAUW mission or public policy principles and priorities. **The Site Resources group at AAUW:**
-places items on the website as instructed

The Administrative Director:

Receives updates from other board members with instructions of what to replace or add and where;

Reviews the requests for completeness and passes them along to Site Resources

All Board Members

Review items within their functional responsibility and tell the AD when items need to be changed or deleted

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Appendix 2.19 Annual Meeting Yearbook Coordinator

This member supports AAUW-PA by receiving the information for the yearbook, laying out the pages, arranging the printing and delivery to the annual meeting, and (together with the President) deciding upon the number of copies to print.

The yearbook coordinator has also designed a cover for the book consistent with the theme for the meeting chosen by the board.

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Appendix 2.20 Resolutions Chair

The resolutions chair is appointed by the president to serve in either an on- or off-board capacity.

Responsibilities include but are not limited to the following:

1. Notify the branches of the procedure to be followed and the deadline to be met, in a page to be included with the president's summer mailing.
2. Meet with the resolutions committee prior to Fall Board meeting. (This meeting should be conducted via telephone call or email.) The committee shall accept, revise, reword, or reject the resolutions submitted.
3. Notify those who submitted resolutions in writing of their acceptance, revision, or rejection.
4. Present accepted resolutions at the fall state board meeting for board approval.
5. Submit a copy of the accepted resolutions to the *Keystoner* editor for inclusion in the pre-convention issue and to the branch presidents at least six weeks prior to the State annual business meeting.
6. Present resolutions to the annual State business meeting for action.

Resolutions Committee:

1. The resolutions committee consists of the chair, a board member appointed by the State president, and two or more active members from the State.
2. The resolutions committee does not have the authority to make substantive alterations in the resolution without the sponsor's consent.
3. The resolutions committee does have the authority and duty to:
 - a. Determine the adequacy, accuracy, and appropriateness of the proposal and reject any resolutions in conflict with national or State bylaws.
 - b. Put resolutions in correct parliamentary form.
 - c. Help word proposals in a concise and understandable manner.
 - d. Suggest compromises to make recommendations more useful and acceptable.
 - e. Eliminate duplication when similar resolutions are offered.
 - f. Limit the number of resolutions proposed to a reasonable number

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Appendix 2.21 Nominations and Elections Committee Chair

In accordance with the bylaws Article V, the Chair of the Nominating and Elections Committee is appointed from among the committee members by the President with board approval at the first meeting of the fiscal year. (At the same meeting the board elects one member and one alternate to the Committee.)

1. Obtain from the district coordinators/ branch liaisons and/or the Secretary the names and contact information for those members of the committee elected in April.
2. Distribute at the caucuses a brochure that orients the group to the responsibilities of the nominating committee. Samples of such a brochure should be in the files.
3. Call for nominations:
 - a. Obtain mailing labels, stationery, etc., from the administrative director.
 - b. Publicize October 1 as the deadline for nominations.
 - c. Update the candidate application form as necessary. Ensure that it asks for submission of a photo with the application.
 - d. As soon as possible after convention, send an initial letter with a call for nominations to the branch presidents. The (e)mailing should contain the following: a list of the offices to be filled, the necessary qualifications, and the application form. Include the dates of the nominating committee meeting and the deadlines for receipt of the applications and endorsements.
 - e. Post the call for nominations on the AAUW-PA website.
4. Arrange for the meeting:
 - a. Keep costs at a minimum by arranging to meet via telephone conference calls and emails.
 - b. Set meeting times and protocol in consultation with committee members.
 - c. Arrange and confirm a conference telephone call for the third Saturday in November with the first Saturday in December as an alternate date.
5. Provide advance information:
 - a. Send committee members copies of all nominations, resumes, candidate photos, and letters of endorsement and job descriptions of offices to be filled.
 - b. Notify alternates of the scheduled meeting so that each alternate can step in at the last minute if substitution is necessary.
 - c. Provide alternates copies of job descriptions for offices to be filled and nominations (not endorsement letters).
 - d. Send committee members expense reimbursement forms when needed.
6. Chair the nominating committee meeting:
 - a. Serve as a neutral discussion leader during the meeting.
 - b. Encourage the committee to choose the best-qualified individuals, taking into consideration overall geographic representation.
 - c. Allow for a simultaneous vote on the nominees of each office. Majority rules.
7. After the meeting, announce the nominees:
 - a. Inform the president of the results.

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- b. Call all nominees (both successful and unsuccessful) with the results on the day of the conference call.
 - c. Send follow-up letters to all candidates; letters to the successful nominees should note that they are nominees until the election at convention.
 - d. Submit an article about the candidates and their photographs to the *Keystoner* editor for the winter issue.
8. Maintain files:
- a. Retain the complete nominating committee file until the election has been concluded.
 - b. Destroy the endorsements prior to transferring the files to the next committee chair.
 - c. Keep copies of sample letters to branch presidents, application forms, vita forms, job descriptions for all elected offices, letters to candidates, list of past and present committee members, a list of past candidates (successful and unsuccessful), and a brochure on nominating committee responsibilities.
 - d. Give the names and resumes of candidates to the president with any recommendations from the committee about potential board appointments.

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Appendix 2.22 Archives

The AAUW-PA Archives Chair is invaluable to the board by providing guidance on document retention both to state officers and to branches. She also assists with the information on disbanded branches to keep some history of their legacy.

The Archives Chair travels, consults, and encourages branches in their archival processes

A planned and controlled program for record retention and disposal is important to AAUW PA and all branches as a means to preserve our history. The value for future use should be the basic criterion. Too little retention can be unsuccessful and too much can be costly in time and space, as well as in ease of transfer to a successor.

Guidelines:

1. Store all permanent records in sturdy plastic stackable boxes
2. All current records should be placed on disc/stick
 - a. Yearbook, newsletters, minutes, financial reports
3. Date everything and add the date for any updates as well.
4. Decide **where, when and how much** is to be stored
 - a. In house
 - b. Ancillary facility (library, county historical site, state historical site)
 - c. No albums, plastic sheaths, binders, or scrapbooks
5. Do not use metal staples or paper clips
6. **Branch officers should keep no more than 2 terms of information and the remainder should be transferred to the historian or archive chair.**

Objectives

1. Identify and preserve important and vital records
2. Inventory records every two years to determine what should be stored in the branch and what can be transferred to archives.
3. Dispose of obsolete and useless records.

Required to be archived

1. Founding documents; correspondence, charter, articles of incorporation, bylaws, revisions, 501(c)(3) or 501(c)(4) and 990 filings and signed affiliate agreements
2. Branch Leadership Handbook
3. Board of Directors Handbook
4. Minutes from board, executive, branch, committee and task force meetings
5. Legislative History
6. Publications; newsletter and brochures...if produced by branch or state
7. Membership Directories and Yearbooks
8. Branch or State Awards-only if not recorded in minutes
9. Convention records and planning documents
10. Financial Records
11. President, Program VP, Membership VP and committee written reports to the board that are not in the Yearbook

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May be archived

1. EF/LAF/AAUW Funds programs

Do Not Keep

1. Personal accomplishments of members
2. Community calendars
3. Obituaries
4. Information that can be found in another source, newsletter, *Keystoner*
5. Branch awards information should be in newsletter (most branches discard after 10 years)
6. State awards to branch members- will be put on website

Final Dispensation

1. Disbanded branches may organize and prepare records for donation to their local historical society or may forward all records to state archive chair to be prepared for final transfer to PA State Archives in Harrisburg.
2. Information transferred to PA State Archives may be viewed, copied, or borrowed.

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Appendix 2.23 Immediate Past President

The immediate past president is responsible for **assisting the new president as needed**. Co-immediate-past-presidents serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-immediate-past-presidents. The immediate past president shall serve as a non-voting member of the state board for one year immediately following the expiration of the term as president.

Activities and tasks include:

1. Assist the president by advising on general policy concerns and procedures, recommending members for appointments, and handling transitional correspondence and other communications as requested by the president.
2. Participate in the Help around the corner program as designated by the program vice president.
3. Revise the *Board of Directors Handbook*, as necessary.
4. Participate in board discussions and decisions.
5. Support State committee work, in accordance with any special interest.

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Appendix 2.24 Help Around the Corner Coordinator

Help Around the Corner is the informal replacement for the “Leader on Loan” program. While “LOL” typically provided state board members to help or visit branches, this program has expanded the help to members of AAUW who may have the expertise needed to help, regardless of whether they are on the board.

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Appendix 2.25 Diversity Chair

The diversity chair is specifically responsible for **ensuring that diversity concerns are considered in all areas of AAUW-PA action.**

Responsibilities include but are not limited to the following:

State-level Coordination of Diversity Initiatives:

1. Ensure that diversity is included in the AAUW-PA strategic plan with specific and measurable goals and objectives.
2. Participate in all membership planning to ensure that diversity is addressed.
3. Explore marketing opportunities that target diverse populations.
4. Serve on the state program development committee, chaired by the PVP.
5. Work with all board members to be sure that the AAUW Diversity Statement is included on all printed and electronic materials.
6. Work with the state board to cultivate diverse leaders and devise alternate paths to state leadership.
7. Help plan state and district meetings.
8. Ensure that state and regional meetings are fully accessible.

Support for Branch Diversity Efforts:

1. Promote the appointment of a branch diversity chair to expand members' awareness of societal diversity.
2. Develop branch-programming materials on diversity issues.

Serve as a Help Around the Corner for diversity issues.

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Appendix 2.26 Younger Member Chair

The state YM/Social Media chair is a member of the AAUW-PA membership team, reports to the Membership Vice President (MVP), and works closely with the College/University Relations (C/U) chair.

Activities and tasks include:

1. **Fostering and facilitating relationships between younger community members, the state, and their local AAUW branches;**
2. **Working closely with branches trying to recruit Student Affiliates (SAFs) and e-SAFs;**
3. **Cultivating the Emerging Leader Internship on campuses and within branches.**

State:

1. Help to develop the AAUW-PA Emerging Leader Intern (ELI) program by creating and revising applications, as well as reviewing applications with other board members.
2. Distribute literature, such as AAUW-PA Opportunities for College and Graduate Students handbook, to local branch MVPs/YM chairs.
3. Brainstorm and implement ways to attract recent graduates, young professionals and/or parents, and thirty-something members to branches.
4. Post events, documents, etc. on AAUW-PA Facebook and Twitter
5. With the C/U Relations chair, choose the recipients of the AAUW-PA NCCWSL scholarships.

Branch Support:

1. Consult with branches on Younger Membership, e.g.: how to recruit, develop plan of action, etc.
2. Visit and consult with branches on implementing the ELI program.

C/U Support:

1. Work closely with C/U Relations chair on strategies for C/U partnerships.
2. Communicate with AAUW about SAF/e-SAF problems/concerns.
3. Work closely with the MVP on student membership transition from SAF/e-SAF to Member at Large (MAL).
4. Assist the C/U Relations chair in recruiting student members and fundraising for NCCWSL.

Resources:

1. **AAUW-PA SAF/ e-SAF Handbook (Opportunities for College and Graduate Students: Student Affiliations and Emerging Leader Internships):** <http://aauwpa.org/content/wp-content/uploads/2010/06/AAUWPA-Opportunities-for-College-and-Graduate-Students-2010.pdf>
2. **AAUW Student Affiliate Brochure:** <http://www.aauw.org/about/join/upload/Student-Affiliate-Brochure.pdf>
3. **AAUW Give-a-Grad-a-Gift Program:** <https://svc.aauw.org/join/gradgift.cfml>
4. Brochures are available on the aauw.org website or may be ordered in quantity from Shop AAUW

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Appendix 2.27 International Relations Liaison

The International Relations Liaison is specifically responsible for increasing the visibility of **international community issues among AAUW members and external audiences statewide**. The international relations liaison should be interested in promoting international issues, especially as they concern women and girls worldwide in all phases of the life continuum.

Co-chairs serving on the state board will divide responsibilities in an equitable manner as agreed upon by the co-chairs.

State Responsibilities:

1. Work with national staff member(s) designated by the AAUW board and/or the executive director to link AAUW-PA and AAUW international efforts and networks.
2. Publicize national links with international organizations:
 - a. National Council of Women's Organizations
 - b. U.S. Global Leadership
 - c. Virginia Gildersleeve International Fund
 - d. Women Graduates-USA
 - e. International Federation of University Women
3. Work with AAUW to strengthen relationships with the United Nations, especially the following:
 - a. United Nations Association of America (UNA-USA)
 - b. United Nations Economic and Social Affairs (ECOSOC)
4. Utilize the expertise of the AAUW representative to the United Nations in state and inter-branch meetings.
5. Promote AAUW support for passing the Convention to Eliminate All Forms of Discrimination Against Women (CEDAW).
6. Encourage members to support the Millennium Development Goals (MDGs) organized by the United Nations leadership.

Important Dates on the United Nations Calendar:

1. September: Meeting of the Department of Public Information for Non-Governmental Organizations (NGOs)
2. March 8: International Women's Day
3. March 1-13: Commission on the Status of Women meeting in New York City

Branch Responsibilities:

1. Share AAUW international information with branches.
2. Support branch international programs and projects.
3. Encourage branches to:
 - a. Appoint an international relations representative.
 - b. Devote at least one meeting a year to an international topic.
 - c. Use the international resources in their communities (individuals, universities, colleges, ethnic organizations, organizations that focus on international affairs).
 - d. Seek International Fellows who are in the area to present a branch program or work with the branch on an internationally focused project.
 - e. Be alert to AAUW issues through the website, e-mails, and national conventions.

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Appendix 2.28 Parliamentarian for the Annual Meeting

The parliamentarian is expected to guide the presiding officer on all matters that come before the Board of Directors at meetings of that body, as well as all Annual Meetings. The parliamentarian is expected to “give advice on parliamentary procedure to the president, officers, committees and members”¹ on matters having to do with the order and procedure of meetings.

State Responsibilities:

1. The parliamentarian must be intimately familiar with the organization’s bylaws, policies and decisions, and is essentially responsible to ensure that these follow all laws, as well as all regulations and standards set by a parent organization.
2. The visible role of the parliamentarian to members of an organization is as an authority at public meetings. Her role is to listen carefully to the progress of the business conducted at the meeting and to advise the presiding officer of any procedural errors, to advise on any questions of procedure raised by the participants, and to give suggestions for the proper re-direction of a meeting if the body requests assistance to correct an action.
3. It is imperative that a parliamentarian be recognized as an impartial, ethical and knowledgeable person whose only goal is to assist the organization to legally and appropriately achieve its goals.
4. It is also important that the members and officers fully understand that it is not the role of the parliamentarian to “rule” on a matter under question; parliamentarians only advise on the rules and give advice – they can never make a “ruling.” Only the presiding officer can make a ruling and any challenge from the body on the ruling that has been made is a “challenge to the ruling of the chair” and not a challenge to the advice of the parliamentarian.

Recommended Guides for a Parliamentarian:

DeVries, Mary A. (1998) *The New Robert’s Rules of Order, 2nd Edition*. New York; Penguin Putnam.

Sturgis, Alice. (2001) *The Standard Code of Parliamentary Procedure*. New York; McGraw-Hill.

Sylvester, Nancy. (2004) *The Complete Idiot’s Guide to Robert’s Rules*. Indianapolis, Indiana; Alpha Books.