

State Board Handbook

A Manual for LWV-TX

Board of Directors

Revised 2016

League of Women Voters of Texas

League of Women Voters of Texas Education Fund



League of Women Voters[®]
of Texas

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A Manual for LWV-TX Board of Directors

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Congratulations and welcome to the board of directors of the League of Women Voters of Texas. You are about to embark on one of the most exciting volunteer jobs you will ever have! Your commitment to the League, your willingness to carry out its purposes, and your belief that citizens can make a difference are as important to your success as a board member as is your ability to learn your position and do it well. This *State Board Handbook* is designed to help orient you to the state board. You will find the handbook useful many times throughout your tenure of office.

1. The Organization

Dual Organizations

By virtue of membership on the League of Women Voters of Texas (LWV-TX) board of directors, LWV-TX state board members serve on the completely separate League of Women Voters of Texas Education Fund (LWV-TEF) board of trustees. The LWV-TX and LWV-TEF are policymaking bodies as well as working boards. *Board members, with staff support, carry out almost all of the activities for which each board is responsible.*

LWV-TX board of directors. The LWV-TX board serves as the policymaking body for the LWV-TX, which includes all members of local Leagues and members-at-large in Texas. LWV-TX is a membership and lobbying organization, classified by the Internal Revenue Service (IRS) as a 501(c)(4) organization. LWV-TX is tax-exempt, but donations to it are not tax-deductible as charitable donations.

LWV-TX, which grew out of the Texas Women's Equal Suffrage Association, was established in 1919 at a convention in San Antonio. LWV-TX predates the national League (LWVUS) by several months. LWVUS began as a federation of existing state Leagues.

LWV-TEF board of trustees. The LWV-TEF board manages the charitable and educational trust set up by the League in 1966 to carry out voters service and citizen education activities. LWV-TEF *never* lobbies. LWV-TEF, a 501(c)(3) organization, is a public trust and has no members. LWV-TEF is tax-exempt, and donations to it are tax-deductible as charitable donations.

Dual organization status. The Internal Revenue Service (IRS) refers to organizations such as LWV-TX/TEF as "dual organizations," and it monitors their activities carefully to ensure that they do not abuse the privilege of being able to accept tax-deductible contributions for their trust fund (LWV-TEF). *State board members are responsible for understanding the differences between the two organizations and managing each properly.*

LWV-TEF and LWV-TX are interrelated in several ways, an interrelationship most noticeable when examining both budgets. LWV-TEF owns the office space in Austin at 1212 Guadalupe Street, and LWV-TX pays rent to LWV-TEF to share the space. LWV-TEF pays LWV-TX for services performed on its behalf by the staff and for its share of projects or activities that serve both organizations. Careful accounting assures that each organization pays what it should and only what it should. Refer to the following two publications for additional information about LWV-TEF:

- *Handbook for Local League TEF Projects* – <https://my.lwv.org/texas/publications>
- *Trustees' Handbook for the Education Fund* – <https://my.lwv.org/texas/publications>

How the State Board is Organized

LWV-TX officers and directors. Delegates to the LWV-TX biennial convention elect a president, four vice presidents, secretary, treasurer, and six directors for the upcoming biennium. The bylaws allow up to six additional directors to be appointed by the elected board. Current practice is to appoint the state study chair to the board as a director.

LWV-TEF officers and directors. At its annual summer meeting that is the first board meeting of the biennium, the LWV-TEF trustees elect from among themselves a chair, vice chair, secretary, and treasurer.

Standing committees. The committee system was instituted in 1987 to make the board function more efficiently and has worked extremely well. For functional purposes, both boards have five standing committees in common. Because their functions are so interrelated, the Advocacy and Citizen Education Committees routinely meet jointly.

- Advocacy Committee (ADV)
- Citizen Education Committee (EDU)
- Development and Marketing COMMITTEE (DEV)
- Fiscal Management and Administration COMMITTEE (FM&A)
- Services to Local Leagues Committee (SLL)

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

- Convention/Statewide Events Planning Committee (C/SEP)
- Governance Committee (GOV)
- Strategic Planning Committee (SP)
- Communications Committee (COMM)

Ad hoc committees. In addition to serving on a standing committee and a regular committee, board members are asked to serve on various ad hoc committees. These committees meet or work through email at times other than those set for board meetings.

- Budget Committee
- Nominating Committee
- Program Review Committee
- Study Committee
- Other (as the need or interest arises)

2. Letting Go: The Transition

Commonalities & Differences of State & Local League Boards

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

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

The Transition from Local League to State Board

With a little care, the transition from local League to state board should be smooth. While all state board members remain active in their local Leagues, they are bound to have mixed emotions about leaving their local League to begin state board service. After having nearly worn yourself out making your League an exciting, active, meaningful organization for members and the community, you must now "let go!"

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

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

3. Taking Hold: Your 1st Months on the State Board

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

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

Terminology

If you thought the League overindulged in acronyms before, wait until you start reading board correspondence and listening to board members' conversations. One first-year board member admitted feeling overwhelmed by "the committee acronyms on the preboard agenda and materials and in the minutes—It's alphabet soup!" Yes, we have a few idiosyncrasies.

Program acronyms. Brush up on program acronyms by consulting the list in *Program Perspectives*.

Guide to style. See sections in *League Handbook* – <https://my.lwv.org/texas/publications>

- LWV-Texas Style Sheet
- Commonly Misused Words
- Writing Tips
- League Lingo
- League Acronyms

LWV-TX/TEF. Learn to recognize the state League by all its names, abbreviations, and acronyms.

- The League of Women Voters of Texas is also known as the:
 - State League (state League) ▪ LWV-TX
 - LWV-Texas ▪ T

- Note that the word *League* is always capitalized and that the abbreviation for League of Women Voters of Texas uses a hyphen between LWV and TX, unlike LWVUS.
- The League of Women Voters of Texas Education Fund is also known as the:
 - Education Fund
 - Ed Fund
 - LWV-TEF
 - TEF

Other. Board members are usually referenced by their initials. "CC" means committee chair. And even the state office goes by "SO."

Rationale/caution. State board members save time and simplify communication by using jargon and abbreviations among ourselves. However,

- do not presume that League members and the public know what we are talking about—others may not be familiar with League jargon. Use abbreviations and acronyms judiciously for other audiences.
- always explain each term the first time it is used. Thus a term to be abbreviated should, on its first appearance, be written out and followed by its abbreviation in parentheses. For example, "The Services to Local Leagues Committee (SLL) reported that..." Thereafter the abbreviation can be used without explanation (do not switch back and forth).

Things to Read First

- *League Basics*, a publication by LWVUS—<http://forum.lwv.org/member-resources/article/league-basics-download>
- LWV-TX handbooks, guides, policies and procedures, and positions
 - *Policies & Procedures* – <https://my.lwv.org/texas/publications>
 - *League Handbook* – <https://my.lwv.org/texas/publications>

Take the time to study the contents of this excellent tool, which contains more than just names and addresses. For instance, in addition to the style sheet mentioned earlier, it also contains the LWV-TX bylaws, current budget, and electoral districts of local Leagues and member-at-large units.
 - *Program Perspectives* – <https://my.lwv.org/texas/publications>
 - *We Support* – <https://my.lwv.org/texas/publications>
 - Most recent *Convention Workbook* – <https://my.lwv.org/texas/archives>

Transfer of Files

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

Working With Board Colleagues

The committee system. Prior to the summer board meeting, the president will appoint each board member to two board committees and/or chair a committee. Committee chairs provide guidance, should be consulted before undertaking most activities, and need to be informed periodically about committee members' work.

While the president is always available to state board members, other League members, and the public, the president is unable to directly oversee everyone's work. The committee system works best when committee members make every effort to work through their committee chairs. The president will do the same. Talk to your predecessor(s) as often as needed to make use of their experience and obtain necessary guidance.

Role of the state office. Because the state office is the first place to which League members and the public turn when they want to talk to the state League, the staff plays a key role

in the functioning of the state League. Keeping staff members informed and seeking their advice is essential, recognizing that the number of staff is limited. Copying the state office on appropriate emails is an effective way to let the staff know what is going on. Reading Section 6 in this handbook will help you learn how to use (but not abuse) this valuable resource.

No such thing as a stupid question. Last, but not least, remember state board members are leaders of the state League, which is composed of thousands of members who may call on you for help (or to complain) before your feet are even wet. Be helpful, but don't be embarrassed to ask your committee chair, the president, or the state office staff for guidance when you are not sure how to proceed—it's better to be safe than sorry.

4. Your Ongoing Board Responsibilities

Leadership

The first responsibility of a board member is to carry out the purpose of the League in keeping with the bylaws and policies and procedures.

- **Members and money.** The board as a whole must provide leadership and must ensure that proper attention is given to the two items every organization must have to carry out its purpose—members and money.
 - On the state board, the Services to Local Leagues Committee (SLL) has a component that focuses on membership. Fundraising is an important element of the Development Committee (DEV).
 - Because these two areas are essential for a strong, viable League, all board members are challenged to consider membership and funding possibilities and ramifications of every project under consideration.
- **Networking.** The state board serves as the link between the local and the national levels of our tri-level organization. The state board is the public persona of the League in statewide activities and in state government in Texas.

Strategic Planning

In order to be effective, the state League adopts and implements a strategic plan for the organization. The strategic plan guides our work for a specified number of years (e.g., 5 years). Each board member will be expected to share total board responsibilities and carry out specific tasks to implement the mission, goals, objectives, and strategies of the strategic plan. Priorities will be set at the summer board meeting and reevaluated the following summer.

Board Meetings

Your First Board Meeting

Anticipation. Most new board members approach their first board meeting with an equal mixture of enthusiasm and apprehension. They are excited about the opportunity to carry out the League's purpose in a new and challenging way, but may have concerns about their qualifications for their new positions. In addition, the sheer logistics of leaving work and/or home and spending more than 2 days with strangers may seem overwhelming.

Preparation. The first board meeting will be a combination of a retreat, board training, and committee and board decision making. The preboard material (emailed to board members 1 week prior to each board meeting) provides the LWV-TX and LWV-TEF meeting agendas and background information regarding decisions board members will be asked to make at the meeting. The "preboard" is one of the major reasons that the state board is able to accomplish so much and so easily at its quarterly meetings.

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

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

More About Board Meetings

Time, place, and agenda. The state board meets four times a year. Board meeting dates are determined in consultation with all board members and are set ahead of each fiscal year. Except for the summer meeting, the meetings are held in Austin at a moderately priced hotel. The spring meeting of even-numbered years is held in conjunction with state convention at the convention site. Meetings include committee meetings as well as LWV-TX and LWV-TEF plenary sessions.

Typical schedule. For most state board meetings, members arrive at the hotel on Friday afternoon for regular (as opposed to standing) committee meetings. After dinner, the board meets as a committee of the whole. Standing committee meetings are held Saturday morning. Plenary sessions are scheduled for Saturday afternoon and Sunday morning. Ad hoc committees may meet at various scheduled times. The weekend's complete agenda is emailed to board members as part of the preboard material.

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

About Money Matters

Fiscal responsibility. Each board member is responsible for monitoring all budgets to ensure that they align with the mission and strategic plan and that expenses do not exceed income. Read the treasurer's report before each board meeting, and ask questions about things you may not understand.

Expenditures and the budget.

- Identify budget items associated with your specific board responsibilities. You must stay within your budget unless the board gives permission to exceed it. To do so, the board must consider whether money is available in other line items or determine a way to adjust the budget to meet your needs. *The budget must always balance.*

- Committee chairs have a particular responsibility to oversee the budget of those on their committees. Please note that others may charge expenses to your line item. For example, administrative expenses incurred in relation to your project may be billed to your line item.
- Note that some of the major projects in the budget will not take place at all unless money is raised for that specific purpose.

Personal expenses.

- Housing, transportation, and meals associated with board meetings. To reduce costs, board members generally share rooms at the hotel. Private rooms are available by request and at the board member's expense. The president assigns roommates and the state office makes hotel reservations, which are direct-billed to LWV-TX. Board members are responsible for incidentals charged to their room. Because the board meeting budget is slim, members travel as cheaply as possible, carpooling whenever they can.
- Reimbursement. Personal expenses related to state board meetings and activities are reimbursable only as described in the reimbursement policy found in *Policies & Procedures*, Sections 4.13, 4.14, and 4.15 – <https://my.lwv.org/texas/publications>
 - The League is fortunate to have a number of board and off-board members who do not ask for reimbursement of all expenses. There is a place on the voucher form to indicate this option. Unreimbursed expense reflects the true cost of our work and is important to the League, and especially impressive to potential contributors. It is, however, optional and private; only the treasurer knows who does or does not get reimbursed.
 - The voucher required for reimbursement is updated annually to reflect current reimbursement rates of the Internal Revenue Service for mileage. The voucher is obtained from the treasurer.

Education Projects

During your term, you may serve as the supervisor for one or more local education projects. The EDU chair and the treasurer are available to provide guidance. To learn more about your responsibilities in this area see:

- *Handbook for Local League TEF Projects* – <https://my.lwv.org/texas/publications>
- *Trustees' Handbook for the Education Fund* – <https://my.lwv.org/texas/publications>

5. Becoming and Staying Informed...and Informing Others

Materials and Supplies

At the first board meeting, a state office staff member will make available stationery supplies, including League letterhead and envelopes, informal stationery, etc. A stationery template will be emailed to board members. Upon request, the state office staff will replenish these supplies, usually by bringing them to board meetings. If you can't wait until a meeting, ask the office to mail supplies to you or pick them up when you are in Austin.

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

Your League Files

Essential references for board meetings: <https://my.lwv.org/texas/publications>

- Bylaws
- *League Handbook*
- *Policies & Procedures*
- *State Board Handbook*
- *Program Perspectives*
- *Impact on Issues* (LWVUS)

Other publications and materials for long-term use:

- Board meeting minutes
- Preboard material
- Committee meeting minutes and communications
- Convention workbooks – <https://my.lwv.org/texas/archives>
- Annual reports – <https://my.lwv.org/texas/publications>
- Newsletters – <https://my.lwv.org/texas/publications>
 - *Action News!*
 - *Texas VOTER*
 - *Legislative Newsletter*

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

Communications With the Board, Staff, Local Leagues, and the Public

Good communication is essential to the effectiveness of any organization, so it should come as no surprise that the League has a vast communications system that requires much more of you than just getting the right tools into your files. Board-related business and mailings include:

- Prior to each board meeting
 - Preboard material
 - Minutes of previous board meetings
 - Treasurer's reports
- Other
 - Memos from the president and state office staff
 - Newsletters
 - *Action News!* (monthly)
 - *Texas VOTER* (quarterly)
 - *Legislative Newsletter* (periodically during Texas Legislature)
 - Other mailings sent by email to local League presidents/contacts, MAL unit presidents, program chairs, and other leaders

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

- **The following items must be edited:**

- Action items (action alerts, testimony, action correspondence, *Legislative Newsletter* articles)
- Grant proposals and development letters
- Memos for communications with local Leagues
- *Texas VOTER* articles
- Convention workbook materials
- Material for all publications (e.g., *League Handbook*, *Policies & Procedures*, *Program Perspectives*, voters guides, the annual report)

- **Procedure:**

- Submit draft documents electronically as attachments.
- Forward document to the appropriate committee chair for editing.
- Committee chair will forward to president for final editing.
- State office will produce final document.

- **Guidelines:**

- Draft your material; carefully re-read to satisfy an audience with less knowledge of the subject.
- Follow the Suggested Style Sheet in the *League Handbook* and a good stylebook for proper punctuation and grammar.
- Paragraphing: Either (a) indent paragraphs or (b) double-space between paragraphs.
- Proofread and correct your final draft.
- Read aloud any material, such as testimony, that will be read aloud.

Deadlines. Refer to the official state board calendar found on our website for most deadlines. Additional deadlines will be set at board meetings or listed in the preboard material throughout the year. Submitting items on time makes it easier for other board members and the staff to manage their busy work schedules. Because of technology, we are able to produce documents much more quickly than in the past, but this necessitates that board members keep in touch and meet deadlines promptly. The state board calendar is available at <https://my.lwv.org/texas/calendar-state-board>

Board email protocol. At the beginning of each biennium, the state board reviews and discusses the email protocol that will work for that board. Current protocol guidelines include:

- **Email to board members and staff**

- The **To** line: Address people from whom you need a response. **To** recipients should acknowledge receipt within 48 hours (except when out of town, on weekends, etc.).
- The **Cc** line: Address people you want to receive the information, but from whom no response is required. (Responses are always welcome.)
- For information only: If the email is for information only and no response is required, use your own name in the **To** line and all other recipients in the **Cc** line.
- Once a dialogue has begun: Responses are required only when requested.
- When voting on a proposal by email:
 - Use **REPLY** when voting "Yes" without comment.
 - Use **REPLY ALL** when voting "No."
 - Use **REPLY ALL** when you have a comment.
- Keep the president in the loop: The president should be copied via the **Cc** line for committee work (at least the initial email) and other times as deemed appropriate by the sender. With few exceptions (e.g., per member payment notices), *email should not go out to a large group of local Leagues or members unless the president has seen it.* Likewise, copy the executive administrator as appropriate.

- **Email outside the League.** When emailing outside the board, issue chairs, and local League presidents, use the **Bcc** line to protect the privacy of email addresses of recipients whose email addresses are not published in the *League Handbook*.
- **Recipients**
 - Send or copy others only on a need to know basis. Before you put names on the **Cc** or **Bcc** lines or click **REPLY ALL**, ask yourself if all the recipients need the information in your message. If they don't, why send it? Take time to send your messages to the right people.
 - Maintain privacy. If you're sending a message to a group of people and you need to protect the privacy of your list, you should always use **BCC**. Additionally, avoid giving out email addresses to a third party (e.g., Evite, newsletter, etc.). Make sure that addresses you willingly hand over to third parties stay with them, especially when the service they offer is free.
- **Subject line**
 - The subject line must match the message. Never open an old email, hit **REPLY**, and send a message that has nothing to do with the previous one. Change the subject line as soon as the thread or content of an email chain changes.
 - Be clear in your subject line. With inboxes being clogged by hundreds of emails a day, it's crucial that your subject line gets to the point. It should be reasonably simple and descriptive of what you have written about. Expect that an email with a cute, vague, or obscure subject will get trashed. Also, proof your subject line as carefully as you would proof the rest of the email.
 - Don't get mistaken for spam. Avoid subject lines that are in all caps, all lower case, and those that include URLs and exclamation points. These tend to look like spam to the recipient.
 - Evaluate the importance of your email. Use descriptive subject lines that explain exactly what a message is about to avoid overuse of the high priority option. If you overuse this feature, few people will take it seriously.
- **Content and style**
 - Keep it short and get to the point. The long email is a thing of the past. Write concisely, with lots of white space, so as to not overwhelm the recipient. Make sure when you look at what you're sending that it doesn't look like a burden to read—feel free to use bullet points. The person reading your email should not have to dig through several paragraphs in order to figure out what you're asking. You should state the purpose of the email within the first two sentences. Be clear, and be up front.
 - Use business style in League electronic correspondence. Avoid using shortcuts to real words, jargon, slang, or emoticons. Words using shortcuts, such as "4 U" and "Gr8," in business-related email is not acceptable. If you wouldn't put a smiley face or other emoticon on your printed business correspondence, you shouldn't put it in an email message. Any of the above has the potential to make you look less than professional.
 - Use exclamation points sparingly. The maximum number of exclamation points in a business email? One. Otherwise you risk looking childish and unprofessional.
 - Use an application to check spelling and grammar.
 - Note that Microsoft Word does not detect misuse of homonyms (e.g., there, their, they're) or assist with proper names.
 - Consider installing an additional application (e.g., Grammarly).
 - Keep it clean. Nothing annoys recipients more than when people reply and leave the messages messy. For example, an email chain that includes excessive carets (>>>) or a lengthy list of email addresses that had not

been protected by using **Bcc** should be deleted from your response. Clean up the message and then respond.

- Be careful with confidential information. Refrain from discussing confidential information in emails, such as personal or highly sensitive information. Should the email get into the wrong person's hands, you could face serious—even legal—repercussions.
- Pick up the telephone. When a topic has lots of parameters that need to be explained or negotiated and will generate too many questions or confusion, don't handle it via email.
- Don't email if angry. Emailing with bad news, expressing anger, reprimanding someone, disparaging other people, or firing a client or vendor are each a major "no-no." Because email seems so informal, it is easy to be unrestrained but inappropriate in our expression of emotion.
- Provide a warning when sending large attachments. Sending unannounced large attachments can clog the receiver's inbox and cause other important emails to bounce. If you are sending something that is over 500KB, ask the recipients, "Would you mind if I send you an attachment? When would be best for you?" Note: Large PDF documents can be compressed for free at <http://smallpdf.com/compress-pdf>
- Always include a signature. You never want someone to have to look up how to get in touch with you. If you're social-media-savvy, include all of your social media information in your signature as well. Your email signature is a great way to let people know more about you, especially when your email address does not include your full name or company.

- **Responding**

- Respond in a timely fashion. Unless you work in some type of emergency capacity, it's not necessary to be available the instant the email arrives. Depending on the nature of the email and the sender, responding within 24-48 hours is acceptable.
- Beware of the **REPLY ALL** response. Do not click **REPLY ALL** unless every member on the email chain needs to know. You want to make sure that you are not sending everyone on a list your answer whether they needed to know or not.
- Refrain from sending one-liners. "Thanks," "OK," etc. do not advance the conversation in any way. Feel free to put "No Reply Necessary" at the top of the email or in the subject heading when you don't anticipate a response.
- Notify the board and staff if you are unable to receive (or send) email for an extended period of time.

- **Install UNDO**

- Yikes! It doesn't matter how long you've labored over an unsent email or how perfect it seems in its final moments. Within 5 seconds of sending it, you might be unsure of it. Just click **UNDO**. Decide against that last exclamation point a second too late? Realize you said "Thank you" twice? Accidentally hit **REPLY ALL**? Can't actually see an error but have a bad feeling? Just click **UNDO**.
- Install **UNDO**. Gmail and Microsoft Outlook mail programs offer settings to recall a prematurely sent email within a set amount of time. With other mail services, your best option is to save as a draft, review the draft shortly thereafter, and then send the message.

6. The State Office: What it is and What it Does

The Office Space

The LWV-TEF owns office space at 1212 Guadalupe St., Ste. 107, Austin, TX 78701-1800, approximately 3 blocks west of the Texas State Capitol. LWV-TX pays rent to LWV-TEF for its share of the space. Occupying less than 1,000 square feet, the League office contains workstations for staff, filing and storage cabinets containing supplies and publications, and current local and state League files. Older files are archived in the Texas Tech University Southwest Collection/Special Collections Library, Lubbock, Texas 79409.

Staff

Executive administrator. Responsibilities of the full-time executive administrator include, but are not limited to: coordinating all office operations, serving as a liaison to the board of directors, preparing grant and funding applications, participating in and overseeing fundraising activities, maintaining member and donor databases, processing and acknowledging donations, and preparing and updating publications. The executive administrator works closely with D&M to explore prospective funders, make contact with them, and execute fundraising projects approved by the board. The executive administrator represents the League at meetings of organizations and coalitions in Austin as needed. The executive administrator also represents the LWV-TEF at condominium homeowner association meetings. Finally, the executive administrator provides direct supervision of any part-time or temporary employees and interns. Reports directly to the president.

Other staff. Depending on the needs of the state League, part-time or temporary staff may be hired. Unpaid interns may also work on assigned projects.

The Work of the Office

Office staff activities:

- Triage and answer inquiries and communications from the public, local Leagues, various state agencies, and state board members—in person, by telephone, and by email.
- Maintain a wide variety of files—paper and electronic.
- Process financial transactions for both organizations.
- Send and receive memos and action alerts.
- Format and print official correspondence and testimony.
- Coordinate production of, or produce in house, most of the League's publications.
- Coordinate the purchase and maintenance of the various components of the office equipment, including the computer system.
- Maintain inventory of publications, supplies, and products for accounting purposes.
- Track and update membership lists and other databases.
 - Maintain database of members at large (MALs).
 - Send LWV-TX materials to MALs.
 - Send renewal notices MALs.
- Track time, supplies, and other costs associated with office activities for budget purposes.
- Coordinate and support state board meetings and workshops, as well as statewide meetings, such as state convention and Lobby Day.

State board member activities:

- State board committee members, program chairs, and other League leaders should always coordinate state office support for their projects through their committee chairs in order to help the office operate efficiently and effectively.

- Because the state office workload is so heavy, committee chairs should include the executive administrator and staff in advance planning as much as possible, consult with them on a regular basis concerning upcoming projects, production time lines, and allocation of work, and keep them informed of project status.
- Last minute requests for small tasks add up quickly and upset priorities already in place for large projects. Recognizing this, board members and committee chairs are asked to do many of the small tasks themselves, saving the office staff for the more complicated projects that make better use of their excellent skills.
- The state board and the staff have carefully planned League events and placed them on a state board calendar. You should be aware of the calendar and plan the timing of needed office support so the staff will not be overloaded.

7. Roles & Responsibilities of Officers, Committee Chairs, & Coordinators

Officers

President

The president provides leadership in carrying out the mission and strategic plan of the organization. With emphasis on priorities and strategies adopted by the League of Women Voters of Texas (LWV-TX) board of directors and League of Women Voters of Texas Education Fund (LWV-TEF) board of trustees. The president coordinates implementation of the LWV-TX policies and procedures, serves as the presiding officer of the boards of directors and trustees, and supervises the executive administrator, with assistance from members of the Fiscal Management and Administration Committee (FM&A).

Accountable to: Members of the LWV-TX

Standing committees: Executive and Fiscal Management & Administration Committees

Regular & other committees: Budget Committee; ex officio member (with vote) of all other committees except the Nominating Committee

Publications: *League Handbook, President's Counselor, State Board Handbook, and the annual report*

Contributes to: *Action News!, Texas VOTER*

Responsibilities:

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

The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.
2. Chair meetings of the LWV-TX board of directors and LWV-TEF board of trustees.
 - a. Prepare agenda for and preside over three or four state board meetings a year, usually held on weekends or in connection with the state convention or statewide conference.
 - b. Work closely with vice presidents in setting priorities, solving problems, and achieving results.
 - c. Emphasize to board members the legal fiscal, and ethical responsibilities of the board.
 - d. Encourage board members to accomplish goals within mutually agreed-upon time frames.
 - e. Arrange for state board leadership training as needed.
3. Preside at the state convention and statewide conference.
 - a. Prepare agendas and preside for a weekend state convention in even-numbered years and a 1-day statewide conference in odd-numbered years.
 - b. Obtain services of a registered parliamentarian for the state convention.
4. Serve as spokesperson for the state League.
 - a. Edit or approve for distribution all written material, including news releases, action plans, the *Texas VOTER*, and testimony (or assign to another person, as appropriate).
 - b. Approve and participate in fundraising activities.
 - c. Speak about the organizations and their work, including press conferences.
 - d. Expand the League's network of friends and colleagues in other organizations or activities, primarily in Texas.
 - e. Attend LWVUS council and convention (or designate a substitute).
 - f. Visit local Leagues.

5. Oversee update/revision of the following publications (compile, coordinate, or edit):
 - a. Compile the annual report.
 - i. Coordinate writing the annual report with officers and committee chairs.
 - ii. Edit the final draft before publication.
 - iii. Coordinate the layout, printing, and distribution to donors and others.
 - b. Coordinate update/revision of the *League Handbook* by officers, committee chairs, and the state office staff.
 - c. Write/edit revisions of the *President's Counselor* and *State Board Handbook*.
6. Provide oversight of the executive administrator and the state office.
7. Submit Change of Agent and/or Registered Office form to the Office of the Texas Secretary of State in a timely fashion. The form is available at www.sos.state.tx.us/corp/registeredagents.shtml

Executive Committee

The Executive Committee is comprised of the president, four vice presidents, secretary, and treasurer. The committee meets or confers as needed. The president conducts the meetings of the Executive Committee.

Accountable to: State board

Standing committee: As appointed by the president

Regular & other committees: As appointed by the president

Responsibilities:

1. Act on behalf of the board between meetings with respect to any matter that, in the opinion of the president, should not be postponed until the next scheduled meeting of the board. The Executive Committee is never authorized to act with respect to powers that are fundamental to board operation, such as:
 - a. Composition of the board
 - b. Committee structure of the board
 - c. Major transactions (i.e., mergers and acquisitions)
 - d. Corporate status (i.e., amending the articles and bylaws)
2. Monitor and evaluate progress toward strategic plan objectives.
3. Recommend items for inclusion in the annual calendar.
4. Suggest nominees to the president for appointment as committee chair, committee member, and other nonelected positions.
5. Orient new board members to their board responsibilities and committee assignments.
6. Consult with assigned committee chairs and members between board meetings about work assignments, giving direction and advice as needed.
7. Assist designated committee chairs with preparation of biennial budget proposal for submission to chair of the Budget Committee, as needed.
8. Inform the president of items needing action for the agenda prepared prior to each board meeting.

Secretary

The secretary maintains and reports minutes of all official meetings of the League of Women Voters of Texas (LWV-TX) and League of Women Voters of Texas Education Fund (LWV-TEF), as well as those of the state convention and statewide conference.

Accountable to: President

Standing committee: Member, Fiscal Management and Administration Committee (FM&A)

Regular & other committees: As appointed by the president

Responsibilities:

1. Assist the president in preparation of the board agenda.
 - a. Keep track of any board decisions made between board meetings, such as education project approvals.
 - b. Submit a summary of these to the president for inclusion in the consent agenda before board meetings.
2. Document the official record of the proceedings of meetings of the League.
 - a. The minutes inform those not present of what happened at meetings, remind those present of what happened, and record what happened for future reference.
 - b. Produce minutes immediately following the meeting to increase their accuracy.
 - c. Prepare minutes of meetings of the League.
 - i. Prepare separate minutes for meetings of the LWV-TX board of directors and LWV-TEF board of trustees, which have separate agendas, occur at different times, but at the same location.
 - ii. Produce minutes that provide a reasonably concise record of discussions and decisions made at state board meetings, including type, date, and place of meeting; names of the presiding officer and those in attendance; times that meetings begin, recess, and adjourn; topics discussed and reports given; motions, names of makers of motions, and votes; and general context of the discussion.
 - iii. Record exact wording of motions, consensus questions, and statements, voters guide questions, and other official actions.
 - iv. Provide draft minutes to the president within 2 weeks of the board meeting and incorporate the president's comments in the version emailed to board members and others.
 - v. Receive corrections via email from board members and incorporate their corrections for the copy of the minutes to be included in the following preboard material.
 - vi. Receive additional corrections at the following board meeting and record changes or corrections in the official copy of minutes in the secretary's files.
 - vii. Email approved minutes to the state office for distribution to the LWVUS and others, as appropriate.
 - d. Prepare minutes of the LWV-TX state convention and statewide conference.
 - i. Provide minutes within 1 month to the Review Committee, appointed by the president.
 - ii. File official copy of minutes after approval by the Review Committee.

Treasurer

The treasurer is the chief financial officer for the League of Women Voters of Texas (LWV-TX) and the League of Women Voters of Texas Education Fund (LWV-TEF).

Accountable to: President

Standing committee: Chair of the Fiscal Management and Administration Committee (FM&A)

Regular & other committees: Budget Committee and as appointed by the president

Publications: *Money Matters Made Easier*

Contributes to: *Action News!*, *Fundamentals for Local League Boards*, *League Handbook*, *Texas VOTER*, convention workbook, and the annual report

Responsibilities:

1. Chair the meetings of the FM&A.
 - a. Plan FM&A agenda prior to each state board meeting, noting items that will require board decisions.
 - b. Report FM&A agenda and explanations in the preboard material.
2. Maintain financial records of the LWV-TX and the LWV-TEF.
 - a. Approve all payments and verify deposits made by the state office staff.
 - b. Maintain records of:
 - i. Sales tax
 - ii. State office expenses
 - iii. Local League accounts held by the LWV-TEF
 - iv. Money market funds and certificates of deposit
 - v. Fund transfers between accounts
 - c. Transfer funds between the LWV-TX and the LWV-TEF accounts as necessary
 - d. Delegate responsibilities to the state office staff, as appropriate.
3. Manage receipts and disbursements.
 - a. Approve all bills paid by check by state office staff.
 - b. Pay salaried and contract employees.
 - c. Review payroll tax payments and the necessary quarterly/annual reports submitted by the contracted payroll data company.
 - d. Pay sales tax in a timely manner for the LWV-TX and the LWV-TEF.
 - e. Reimburse state board members and off-board leaders for expenses incurred for LWV-TX and LWV-TEF business; ensure that each reimbursement adheres to financial policy guidelines.
 - f. Ensure that the LWV-TX/TEF adopted budget published in the *League Handbook* is accurate.
4. Prepare financial reports.
 - a. Present timely financial reports to the LWV-TX and LWV-TEF boards at regular board meetings, including financial reports and narrative explanations.
 - b. Prepare, or cause to be prepared, IRS Forms 990, 990-T, and any other appropriate federal (including IRS) or state government reports.
5. Oversee audit or review of financial records.
 - a. Locate a source to provide the biennial financial audit or review, with input from the president and/or executive administrator, as appropriate.
 - b. File financial reports for audit or review.
6. Provide advice to local Leagues on financial matters.
7. Revise the following publications (write or assign and edit):
 - a. *Money Matters Made Easier*
 - b. *Fundamentals for Local Leagues* (treasurer and budget committee sections)
 - c. *Policies & Procedures* (financial policies section)

Standing Committee Chairs

Chair, Advocacy Committee (Formerly Advocacy Vice President)

The chair of the Advocacy Committee (ADV) ensures that its work and that of the Capitol Corps coordinator, legislative coordinator, and issue chairs are in concert with positions published in the *Program Perspectives and Impact on Issues*. The ADV chair works closely with the Education Committee (EDU) chair.

The ADV oversees advocacy activities, local League interviews with state legislators, and production of advocacy-related publications. The ADV is comprised of the chair and two or more state board members. Advocacy shall be done with approval of the president.

Accountable to: President

Standing committee: Advocacy Committee (ADV)

Regular & other committees: As appointed by the president

Publications: *A Guide for Issue Chairs*, advocacy chair blog, advocacy papers, and *Legislative Newsletter*

Contributes to: *Action News!*, *League Handbook*, *Texas VOTER*, convention workbook, and the annual report

Responsibilities:

1. Conduct meetings of the ADV.
 - a. Plan agenda prior to each state board meeting, with input from Capitol Corps coordinator, legislative coordinator, and issue chairs; note items that will require board decisions.
 - b. Report ADV agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Identify nominees for Capitol Corps coordinator, legislative coordinator, and issue chairs; recommend to the state board for vote.
3. Oversee the activities of the Capitol Corps coordinator, legislative coordinator, and issue chairs.
4. Communicate with local Leagues.
 - a. Write or assign and edit articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - b. Disseminate and exchange information concerning state advocacy on issues, priority issues, and best practices for advocacy.
 - c. Provide advocacy training and mentor local League advocacy leaders.
5. Coordinate:
 - a. Selection of legislative priorities by the state board, based on the interests of local Leagues and League members
 - b. Participation of local Leagues in statewide advocacy efforts
 - c. Lobby Days (spring, odd-numbered years)
 - d. Action on proposed Texas Constitutional Amendments after approval by the state board
 - e. State legislator interviews by local Leagues (fall, even-numbered years)
 - i. Develop questions with board input and approval (September, even-numbered years).
 - ii. Arrange for the production and distribution of legislator interview packets to local Leagues.
 - iii. Assign local Leagues to legislative districts for conducting the interviews.
 - iv. Monitor and follow up progress in completion of the legislator interviews.
 - v. Maintain records of the legislator interviews.

- f. Advocacy workshops
- g. Revision and distribution of the following publications (online/print) with state office:
 - i. Advocacy papers by issue chairs (Fall, even-numbered years)
 - ii. *A Guide for Issue Chairs*
 - iii. Advocacy report in the convention workbook
 - iv. Advocacy section in the annual report
- 6. Assist EDU chair with revision of the following publications (summer, even-numbered years):
 - a. *Program Perspectives*
 - b. *We Support*
- 7. Manage League affiliations, coalitions, collaborations, and other issue resources.
 - a. Review and appropriately recommend groups to the board for approval as affiliations, coalitions, or collaborations.
 - b. Oversee contacts with affiliations, coalitions, collaborations, and other issue resources
 - c. Respond to request to join coalitions in consultation with the president, EDU chair, and state board.
 - d. Review material about affiliations, coalitions, collaborations, and other issue resources on the state League website.
 - e. Review and approve any communications or activities that the League is asked to sign-on to or participate in which is promoted by any affiliation, coalition, or collaboration.
- 8. Oversee legislative action.
 - a. Respond to and promote LWVUS action alerts and email requests related to advocacy on behalf of the state League.
 - b. Work closely with Capitol Corps coordinator, legislative coordinator, and issue chairs.
 - c. Work closely with editor of the *Legislative Newsletter* (produced during legislative session in odd-numbered years).
 - d. Consult with issue chairs on articles for each issue of the *Legislative Newsletter*.
 - e. Monitor legislative developments on League priorities and active issues, with the assistance of the Capitol Corps coordinator, legislative coordinator, and issue chairs.
 - f. Coordinate work on League legislative priorities.
 - g. Approve testimony, statements, letters, legislative strategy and tactics, and other advocacy activities in consultation with the president and appropriate issue chair.
 - h. Organize legislative training/advocacy workshops for Capitol Corps and issue chairs.
 - i. Advise the Services to Local Leagues Committee (SLL) concerning advocacy training for local Leagues.
- 9. Communicate state League positions and actions on issues through the social media.
- 10. Update League website advocacy page (Speak Up & Take Action! Here's How).
- 11. Approve updates of League website issue pages (Issue Information Center)
- 12. Manage budget expenses concerning advocacy.
 - a. Monitor and follow-up funds spent by committee members, Capitol Corps, legislative coordinator, and issue chairs.
 - b. Submit budget for all advocacy projects to the state board.
 - c. Submit biennial budget proposal concerning advocacy to the Budget Committee chair.

Chair, Development Committee (Formerly Public Relations Vice President)

The chair of the Development Committee (DEV) ensures that its work is in concert with the mission of the League. The DEV chair oversees financial development and works with the Convention/Statewide Events Planning Committee on special fundraising events. The DEV is comprised of the chair and one or more directors.

Accountable to: President

Standing committee: Development Committee (DEV)

Regular & other committees: As appointed by the president

Publications: *Capital Ideas: Fundraising Tips for Local Leagues*

Contributes to: *Action News!*, *League Handbook*, *Texas VOTER*, convention workbook, and the annual report

Responsibilities:

1. Conduct meetings of the DEV.
 - a. Plan agenda prior to each state board meeting; note items that will require board decisions.
 - b. Report DEV agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Oversee financial development for the League, working closely with the president.
 - a. Develop and implement an annual plan for financial development.
 - b. Acquire and cultivate corporate and foundation donors.
 - c. Write or assign and edit fundraising letters and proposals.
 - d. Coordinate direct mail campaigns.
 - e. Assist board committees in writing proposals for funding projects and studies.
 - f. Advise local Leagues on financial development.
3. Work closely with the Convention/Statewide Events Planning Committee in identifying speakers and sponsors for fundraising events, such as Making Democracy Work dinners.
4. Communicate with local Leagues.
 - a. Write or assign and edit articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - b. Disseminate and exchange information concerning marketing priorities and materials.
 - c. Advise local Leagues on public relations, publicity, and marketing.
 - d. Oversee workshops related to League financial development, public relations, publicity, and marketing.
5. Oversee update/revision of the following publications (write or assign and edit):
 - a. *Capital Ideas: Fundraising Tips for Local Leagues*
 - b. *Policies and Procedures* (e.g., gift acceptance policy)
6. Manage budget expenses concerning financial development, public relations, publicity, and marketing.
 - a. Monitor and follow-up funds spent by committee members.
 - b. Submit budget for all committee projects to the board.
 - c. Submit biennial budget proposal concerning committee projects to the Budget Committee chair.

Chair, Education Committee (Formerly Program Vice President)

The chair of the Citizen Education Committee (EDU) ensures that its work is in concert with the mission of the League. The CE chair works closely with the Advocacy Committee (ADV) chair.

The CE oversees citizen education, program study, funding applications for program study, program action, production of publications related to civic engagement, and collaborative oversight of advocacy activities with the ADV. The EDU is comprised of directors responsible for civic engagement, legislative coordinator, voters service coordinator, and any study committee chair that is a state board member.

Accountable to: President

Standing committee: Education Committee (EDU)

Regular & other committees: Periodic Program Review Committee and as appointed by the president

Publications: *Handbook for Local League TEF Projects, League Program: Study to Action in Ten Steps, Program Perspectives, Trustees Handbook for the Education Fund, voters guides, Voting in Texas*

Contributes to: *Action News!, League Handbook, Texas VOTER, convention workbook, and the annual report*

Responsibilities:

1. Conduct meetings of the EDU.
 - a. Plan agenda prior to each state board meeting, with input from appropriate directors and study chairs; note items that will require board decisions.
 - b. Report EDU agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Communicate with local Leagues.
 - a. Write or assign and edit articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - b. Disseminate and exchange information concerning state advocacy on issues, priority issues, and best practices for advocacy.
 - c. Provide consultation and mentor local League program leaders.
3. Oversee the work of the voters service coordinator.
4. Direct state League program planning. Follow the procedures outlined in *Policies & Procedures*, Section 3.5 Program.
 - a. Prepare communications for local Leagues.
 - b. Write article(s) for *Action News!* and/or *Texas VOTER* in early fall of odd-numbered years regarding local League process and timeline for participation in state program planning.
 - c. Develop the instrument to be used by local Leagues in state program planning, adapting previous instruments to current needs.
5. Conduct state League program review. Follow the procedures outlined in *Policies & Procedures*, Section 3.6 Program Review.
6. Coordinate national program planning for the state board.
7. Oversee program study committee(s).
 - a. Identify nominees for program study committee(s); recommend to the state board for approval.
 - b. Evaluate qualifications of study committee members to determine depth of oversight needed (e.g., state-level experience, familiarity with subject of the state study)
 - c. Attend at least some study committee meetings and/or participate with email communication.
 - d. Review and edit program study committee documents.

8. Assist in seeking funding for program study.
 - a. Investigate and evaluate foundations and corporations for appropriateness of grant requests or underwriting.
 - b. Work with the president and the executive administrator in the preparation of grant proposals to foundations and corporations.
9. Oversee program workshops.
10. Assist voters service coordinator, as needed, in the production a voters guide for all elections that cover races for statewide political offices, proposed Amendments to the Texas Constitution, and other statewide ballot issues.
11. Oversee update/revision of the following publications with assistance of the ADV chair (write/assign/edit):
 - a. *Program Perspectives* (following state convention)
 - b. *We Support* (following state convention)
 - c. *Voting in Texas* (following legislative session)
 - d. Other education publications, as needed
12. Manage budget expenses concerning program.
 - a. Monitor and follow up funds spent by committee members.
 - b. Submit budget for all committee projects to the board.
 - c. Submit biennial budget proposal concerning committee projects to the Budget Committee chair.

Chair, Fiscal Management and Administration Committee

Chaired by the treasurer, the Fiscal Management and Administration Committee (FM&A) ensures that the fiduciary responsibilities of the League are being maintained and that policies and procedures are in place to safeguard its assets. The committee accomplishes its role through oversight of the foundation's fiscal controls and human resource policies. The FM&A shall have the authority to hire, promote, and terminate all staff. The FM&A is comprised of the treasurer (chair), president, and secretary; the executive administrator is an ex officio member without vote.

Accountable to: President

Standing committee: Fiscal Management and Administration Committee (FM&A)

Regular & other committees: As appointed by the president

Contributes to: *Action News!*, *Fundamentals for Local League Boards*, *League Handbook*, *Texas VOTER*, *Policies & Procedures* (financial policies), convention workbook, and the annual report

Responsibilities:

1. The chair conducts the meetings of the FM&A.
 - a. Plan agenda prior to each state board meeting, working closely with the president; note items that will require board decisions.
 - b. Report FM&A agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. The committee oversees:
 - a. Adequacy of
 - i. Human, financial, and information technology resources
 - ii. Operating reserves
 - b. Accounting policies and practices
 - c. Personnel and compensation policies
 - d. Risk management/business resumption
 - i. Policies and procedures to
 - a) Protect the organization, staff, and volunteers from undue risk
 - b) Resume operations within a reasonable timeframe in the event of a disaster
 - ii. Insurance coverage
 - e. Compliance with the bylaws and all laws and regulations
 - f. Investment policy
 - g. Audit of LWV-TX/TEF finances
 - i. Recruit and select an auditor.
 - ii. Review the draft audit and IRS Forms 990 and 990-T as presented by the auditor.
 - iii. Present the audit report to the board (if the auditor does not do this).
 - iv. Review the management recommendation letter (SAS112) from the auditor and ensure follow up on any issues mentioned.
3. The committee shall hire, promote, and terminate staff according to established personnel policies and procedures.

Chair, Services to Local Leagues Committee (Formerly Organization Vice President)

The chair of the Services to Local Leagues Committee (SLL) ensures that its work is in concert with the mission of the League. The SLL oversees local League membership and leadership development, formation of new Leagues and member at large (MAL) units, and local fieldwork activities. The SLL chair recruits off-board League members to be responsible for carrying out specific tasks for SLL. The SLL is comprised of three or more directors.

Accountable to: President

Standing committee: Services to Local Leagues Committee (SLL)

Regular & other committees: As appointed by the president

Publications: Fundamentals for Local League Boards

Contributes to: *Action News!*, League Handbook, Texas VOTER, convention workbook, and the annual report

Responsibilities:

1. Conduct meetings of the SLL.
 - a. Plan agenda prior to each state board meeting; note items that will require board decisions.
 - b. Report SLL agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Oversee local League membership and leadership development in collaboration with committee members.
 - a. Coordinate state/local League participation in the LWVUS Membership Leadership Development (MLD) Program.
 - i. Recruit state coaches and local League leadership team participants.
 - ii. Conduct annual training for League leaders and League coaches.
 - iii. Facilitate local, state, and national monthly conference calls.
 - iv. Provide support and consultation as needed.
 - b. Facilitate training for local League boards and members.
 - i. Recruit workshop leaders and leadership trainers.
 - ii. Conduct regional workshops (Summer, odd-numbered years)
 - iii. Coordinate other training for local Leagues upon request.
 - c. Provide consultation on local League problems identified by local Leagues, leadership trainers, or other state leaders.
 - d. Provide leadership opportunities.
 - i. Recruit off-board League members to be responsible for specific tasks (e.g., member at large coordinator)
 - ii. Identify workshops, conferences, and webinars appropriate for League leadership development.
3. Stimulate membership growth and maintenance in collaboration with committee members.
 - a. Implement MLD Program best practices to increase membership in member at large units. (*Membership Leadership Handbook*, Chapter 6.)
 - b. Identify League activities for current and prospective member at large participation.
 - c. Respond to inquiries about forming new Leagues, conduct feasibility assessment, and facilitate establishing a new League or MAL unit if/as appropriate.
4. Communicate with local Leagues.
 - a. Write or assign and edit articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.

- b. Disseminate and exchange information concerning best practices for becoming a more welcoming League.
 - c. Provide consultation and mentor local League membership committee chairs.
- 5. Oversee update/revision of the following publications (write or assign and edit):
 - a. *Fundamentals for Local League Boards*
 - b. *Getting Started!*
 - c. Trifold recruitment brochure for use by local Leagues.
- 6. Manage budget expenses concerning services to local Leagues.
 - a. Monitor and follow up funds spent by committee members.
 - b. Submit budget for all committee projects to the board.
 - c. Submit biennial budget proposal concerning committee projects to the Budget Committee chair.
- 7. Notify state board members of local League closures, name changes, and bylaws revisions.
- 8. Archive documents as specified in *Policies & Procedures*, Sec. 3.11, Record and Document Retention.

Regular Committee Chairs

Chair/Cochair, Communications Committee (Formerly Website Committee)

The chair and cochair of the Communications Committee (COMM) ensure that its work is in concert with the mission of the League. The committee will make certain that ethical and legal standards in electronic publishing are maintained. The chair oversees the collection of communications technology channels for communicating with League members and the public. The cochair oversees public relations, publicity, and marketing of publications, projects, and League services. The COMM is comprised of the chair, cochair, and two or more board members.

Accountable to:	President
Standing committee:	As appointed by the president
Regular & other committees:	Communications Committee (COMM)
Publications:	Online resource list of communications technology guides, best practices, and educational materials
Contributes to:	<i>Action News!</i> , <i>Policies & Procedures</i> , <i>Texas VOTER</i> , convention workbook, and the annual report

Chair Responsibilities:

1. Conduct meetings of the COMM.
 - a. Plan agenda prior to each state board meeting, working closely with the cochair; note items that will require board decisions.
 - b. Report COMM agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Be knowledgeable about the latest developments and best practices in communications technology.
 - a. Study available literature and other resources; participate in continuing education related to communications technology.
 - a. Become familiar with the collection of communications technology.
 - b. Know persons/committees responsible for specific media in our collection of communications technology.
3. Oversee communications technology development, including but not limited to the website, social media, and electronic mail.
 - a. With COMM participation, develop and implement an annual plan for communications technology development that will support and improve the quality, efficiency, and effectiveness of electronic communications.
 - b. Assist (as needed) ADV, EDU, DEV, SLL, and other state board committees to
 - i. develop and implement social media campaigns to promote their focus/objectives.
 - ii. promote their focus/objectives by working on social media campaigns with other organizations, such as
 - a) League affiliates, collaborators, and coalitions; and
 - b) other community institutions and organizations: schools, community colleges, universities, government agencies, nonprofit organizations, chambers of commerce, and others.
 - c. Coordinate a systematic annual review of the collection of communications technology in use.
 - i. Assign COMM member review responsibilities and compile outcomes.
 - ii. Criteria for review:
 - a) Is engaging to communities of interest
 - b) Is readable

- c) Is easy to navigate
 - d) Exhibits best practices for website writing
 - e) Exhibits best practices for social media messaging
 - f) Is current and appropriate information
 - g) Is congruent with state and national League official information
 - h) Protects personal privacy
 - i) Complies with copyright and fair use regulations
- iii. In consultation with the president, coordinate implementation of committee recommendations regarding communications technology with executive administrator and state office staff.
- 4. Communicate with local Leagues.
 - a. Write or assign and edit articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - b. Disseminate and exchange information concerning communications technology issues, priorities, and best practices.
 - c. Oversee provision of communications technology educational opportunities and materials to local Leagues.
 - d. Provide communications technology consultation to local Leagues (e.g., development of local League websites and social media campaigns).
 - e. Work with state office on home page guidelines for local League website and social media.
- 5. Respond to concerns and suggestions of state board members, local League members, and the public about communications technology issues in a timely manner.
- 6. Manage budget expenses concerning communications technology, public relations, publicity, and marketing.
 - a. Monitor and follow-up funds spent by committee members.
 - b. Submit budget for all committee projects to the state board.
 - c. Submit biennial budget proposal concerning committee projects to the Budget Committee chair.

Cochair Responsibilities

- 1. Oversee public relations, publicity, and marketing for the League, working closely with the president.
 - a. Develop and implement an annual plan for public relations, publicity, and marketing.
 - b. Attend other state board committee meetings as often as needed to coordinate public relations, publicity, and marketing activities.
 - c. Conduct public relations campaigns.
 - i. Promote and sustain mutually beneficial relationships and goodwill between the League, its members, Texas communities, and the general public.
 - ii. Strategically communicate (inform and persuade) with others to form a positive image of the League or a particular League position on an issue.
 - iii. Craft League messages for diverse audiences.
 - d. Conduct publicity campaigns.
 - i. Write, or assign and edit, news releases and other publicity tools (e.g., mailers, stickers, posters).
 - ii. Work with the traditional mass media personnel (radio, television, newspaper) to publicize League events, positions, and materials.
 - e. Conduct marketing campaigns.
 - i. Promote and sustain the use of League materials and services by its members, Texas communities, and the general public (e.g., League website, voters guides, VOTE411).
 - ii. Develop marketing messages for the target audiences that inform and persuade the benefits of League materials and services in light of their social and/or financial costs to individuals.

- iii. Write, or assign and edit, marketing tools (e.g., mailers, posters, stickers, buttons, bumper stickers).
 - iv. Work with the traditional mass media personnel (radio, television, newspaper) to market League events, positions, and materials.
- 2. Communicate with local Leagues.
 - a. Write, or assign and edit, articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - b. Disseminate and exchange information concerning marketing priorities and materials.
 - c. Advise local Leagues on public relations, publicity, and marketing.
 - d. Oversee workshops related to League communications technology, public relations, publicity, and marketing.

Additional Committee Responsibilities

Oversee editing of League handbooks, guides, and manuals, following update/revision by responsible committees.

- 1. State League editorial style should be consistent with *The League of Women Voters Style Guide* available at <http://forum.lwv.org/member-resources/article/official-lwv-style-guide>.
- 2. Update/revise sections related to editorial and writing styles in *Fundamentals for Local Leagues* and *League Handbook*.
 - a. Suggested Style Sheet
 - b. Commonly Misused Words
 - c. Writing Tips
 - d. League Lingo
 - e. League Acronyms

Chair, Convention/Statewide Events Planning Committee

The chair of the Convention/Statewide Events Planning Committee (C/SEP) assists the president in planning the biennial state convention and other statewide League events. The C/SEP chair oversees planning for the state convention, advises the host League local arrangements committee, and acts as the liaison between the state board, state office, and local arrangements chair.

Accountable to:	President, state board
Standing committee:	As appointed by the president
Regular & other committees:	Convention/Statewide Events Planning Committee (C/SEP)
Publications:	Convention workbook, convention manual
Contributes to:	<i>Action News!</i> , <i>Texas VOTER</i> , and the annual report
Responsibilities:	

1. Conduct meetings of the C/SEP.
 - a. Plan agenda prior to each state board meeting; note items that will require board decisions.
 - b. Report C/SEP agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Prepare convention/events planning calendar.
 - a. See actions required by LWV-TX Bylaws by number of days before convention in Policies and Procedures, Section 5.1.8.a.
 - b. See the Membership Leadership Development Handbook (2012; Chapter 10, p. 139) for a suggested timeline to adapt for planning a major event. (Available at www.lwvtexas.org/Member_Outreach.html)
3. Act as the liaison between the state board, state office, and local arrangements chair.
 - a. Report progress on convention/events planning regularly to the state board; submit items requiring board approval to state board for vote in a timely fashion.
 - b. Notify state office of materials and equipment needed well in advance of the convention/events.
 - c. Identify Local Arrangements Committee chair and work closely with the local arrangements committee to:
 - i. Recruit volunteers to work at the convention/conference.
 - ii. Host a preconvention dinner for the state board and special guests, if appropriate.
 - iii. Provide complimentary breakfast/refreshments, if allowed.
4. Hotel/venue arrangements
 - a. Select an appropriate facility for convention/conference in collaboration with the president and seek approval by the board.
 - b. Review draft hotel/venue contract with president and executive administrator.
 - c. Obtain signatures of the president and secretary on the hotel/venue contract following its approval by the board.
 - d. Consult/contract with the hotel/venue about banquet event orders.
 - e. Obtain restaurant and entertainment options within and near the hotel/venue.
 - f. Ensure that deposit(s) be paid to convention hotel or event venue per contract.
5. Propose schedule of events for approval by the board, including preconvention volunteer training and workshops, plenary sessions, Q&A and caucus sessions, and special events.
6. Manage statewide convention and fundraising events, working closely with the Communications (COMM) and Development (DEV) Committees.
 - a. Invite speakers for conventions and fundraising events (e.g., Making Democracy Work dinners), following consultation with the state board.

- b. Communicate periodically with speakers prior to the event.
 - c. Collaborate with DEV to identify sponsors and attendees to events.
 - d. Invite other audiences to events to increase League visibility.
 - e. Oversee procurement and provision of event supplies and materials.
 - i. Work with COMM chair in the development of save-the-date notices, invitations, and related materials (e.g., map, venue information).
 - ii. Work with COMM cochair in the development of publicity for events.
 - iii. Determine need and oversee procurement of:
 - a) signage required for each event (e.g., stage backdrop, podium and other banners; tabletop materials).
 - b) pre-event and on-site registration materials (e.g., forms, nametags, folders, 6' table throws).
 - c) Convention plenary supplies and materials (e.g., stopwatches, timing paddles, resolution forms, speaker sign-up forms and clip boards at the microphones).
 - d) event equipment (e.g., stage, podium, chairs, tables, audiovisual equipment; and flowers, plants, and other decorations).
7. Coordinate production of the convention workbook.
- a. Assign responsibility for each section of the workbook to the appropriate board member and set deadline for receipt of materials.
 - b. Oversee compilation of the sections into the workbook.
 - c. Forward final draft to state office for printing and distribution.
8. Communicate with local Leagues.
- a. Write or assign and edit articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - b. Ensure that the required notices and information are disseminated to local Leagues prior to the convention/conference per the calendar.
9. Direct post-convention/event follow-up.
- a. Send thank you notes to speakers, workshop leaders, guests, donors, and the host League in a timely manner.
 - b. Compile and review evaluation forms.
 - c. Make recommendations to the state board for the next convention/event.
 - d. Update the convention manual (write or assign and edit).
10. Manage budget expenses concerning the state convention and events.
- a. Monitor and follow-up funds spent by committee members.
 - b. Submit budget for state convention and statewide conference to the board.
 - c. Submit biennial budget proposal concerning committee projects to the Budget Committee chair.

Chair, Governance Committee

The chair of the Governance Committee (GOV) ensures regular and timely review of LWV-TX bylaws and serves as general resource for governance questions. The GOV also monitors LWVUS bylaws for possible amendments, reviews proposed amendments to local League bylaws, proposes the rules for state convention, and audits League policies and procedures to reflect current standards and practices.

Accountable to: President and LWV-TX/TEF board

Standing committee: As appointed by the president

Regular & other committees: Governance Committee (GOV)

Publications: *Bylaws, Personnel Policies & Procedures, Policies & Procedures, Convention Rules and Procedures, Parliamentary Procedure Tips*

Contributes to: *Action News!, Texas VOTER, League Handbook, and convention workbook*

Responsibilities:

1. Conduct meetings of the GOV.
 - a. Plan agenda prior to each state board meeting; note items that will require board decisions.
 - b. Report GOV agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Work closely with committee members in the review of national, state, and local bylaws; audit of League policies and procedures, and proposal of state convention rules and parliamentary procedure tips.
3. Bylaws
 - a. LWVUS bylaws
 - i. Monitor proposed and official amendments to the LWVUS bylaws.
 - ii. According to *League Basics* (LWVUS, 2009, p. 4):
 - a) "The first three articles of all local and state League bylaws must be consistent with those of the LWVUS in order to define and maintain the unity of the organization and the powers and privileges of members."
 - b) "Leagues may decide what to include in the remaining articles of their bylaws, provided they reflect democratic procedures. Normally, they contain provisions covering the organization's officers, board of directors, financial administration, nominations and elections, program, business meetings, parliamentary authority (i.e., Robert's Rules of Order), and method of amending the bylaws themselves."
(Available at <http://forum.lwv.org/member-resources/article/league-basics-download>)
 - b. LWV-TX bylaws
 - i. Advise local Leagues in fall of odd-numbered years to consider possible amendments to the state bylaws and submit proposed amendments by deadline (December, odd-numbered years).
 - ii. Study state bylaws for possible amendments (fall, odd-numbered years).
 - iii. Submit proposed changes to state board in January of state convention year for board vote. (January, even-numbered years)
 - iv. Review local League proposed amendments to LWV-TX bylaws by deadline (120 days before state convention).

- v. Report proposed amendments by state board and local Leagues.
 - a) Ensure notification of local Leagues by the deadline (30 days prior to state convention).
 - b) Publish in the convention workbook.
 - vi. Present oral bylaws report at state convention.
- c. Local League bylaws
 - i. Remind local Leagues each Fall to examine local League bylaws and submit all proposed amendments to GOV chair.

Note that proposed amendments to local League bylaws must be reviewed by GOV prior to distribution to local League members 30 days before the local League annual meeting.
 - ii. Work collaboratively with SLL to establish new local League bylaws.
- 4. State convention rules and parliamentary procedure tips
 - a. Review convention rules and parliamentary procedure tips during the quarter prior to state convention. (fall, odd-numbered years)
 - b. Submit proposed standing rules and parliamentary procedure tips for state convention to state board for vote. (January, even-numbered years)
 - c. Ensure the board-approved proposed standing rules and parliamentary procedure tips are published in the convention workbook.
 - d. Present orally the proposed standing rules at state convention for vote by delegates.
 - e. Ensure, with assistance of GOV members, that state convention volunteers are adequately trained in the proposed standing rules and parliamentary procedure tips prior to state convention.
- 5. Policies and procedures
 - a. Study current information related to nonprofit governance, ethics, and policies.
 - b. Remind local Leagues each fall that (a) annual review of local League policies and the state League *Policies & Procedures* is advisable and (b) the state GOV stands ready to assist. Solicit suggestions for revision of *Policies & Procedures*.
 - c. Maintain file of suggestions for policy changes for committee review.
 - d. Lead committee review of *Policies & Procedures* (spring, odd-numbered years).
 - e. Submit recommended revisions to state board for vote. (fall, odd-numbered years)
 - f. Maintain the authoritative, ongoing list of board-adopted policy changes.

Chair, Strategic Planning Committee (Formerly Long Range Plan Committee)

The chair of the Strategic Planning Committee (SP) is responsible for guiding the committee and the state board in determining the direction and scope of the state League for the long term, with input from local Leagues. The SP oversees envisioning the state League's *raison d'être*, translating it into goals and objectives, outlining the relevant broad activities and specific actions, monitoring progress toward objectives, and evaluating outcomes. The SP is comprised of the chair and two or more board members.

Accountable to:	President and state board
Standing committee:	As appointed by the president
Regular & other committees:	Strategic Planning Committee (SP)
Publications:	Strategic plan
Contributes to:	<i>Action News!</i> , <i>Texas VOTER</i> , convention workbook, and the annual report

Responsibilities:

1. Conduct the meetings of the SP.
 - a. Plan agenda prior to each state board meeting; note items that will require board decisions.
 - b. Report SP agenda and explanations in the preboard material.
 - c. Maintain records of committee meetings.
2. Be knowledgeable about the strategic planning process and the state League's plan.
 - a. Study available literature and other resources.
 - b. Study the current strategic plan.
 - c. Know persons/committees responsible for specific areas of implementation of current strategic plan.
3. Monitor and report progress toward current strategic objectives systematically and regularly.
 - a. Develop and implement a 5-year periodic review calendar and evaluation plan, with implementation of strategic planning process during the final year of the current plan.
 - b. Use a variety of data collection and analysis methods to facilitate incremental¹ decisions related to adequacy of
 - i. human and material resources and the
 - ii. design and procedures for implementing program activities.
 - c. Periodically advise committees of their specific areas of strategy implementation and timeline for review.
 - d. Provide guidance and consultation to committees in data collection, analysis, and report.
 - e. Report progress to state board quarterly; guide incremental decision making for continuous improvement.
 - f. Maintain records of progress.
 - g. Present annual summary and evaluation to the state board at the summer board meeting; guide decision making for continuous improvement.
 - h. Publish a written report in the convention workbook.
4. Conduct strategic planning process during final year of current plan.
 - a. Involve major stakeholders, as appropriate (e.g., state board, local Leagues, donors, coalitions, and citizens).

¹ Incremental decision making involves effecting small changes as frequently as the data indicate to keep pace with a rapidly changing environment; can be remedied quickly if they are ineffective.

- b. Use a variety of data gathering and analysis methods to
 - i. evaluate outcomes of the current strategic plan and
 - ii. facilitate major decisions related to continuation and change in the state League's community of interest, goals and objectives, and programs.
 - c. Organize, analyze, and prioritize information gathered for presentation to state board periodically during final year of current strategic plan.
 - d. Facilitate state board assessment of opportunities and challenges in order to formulate a new strategic plan. Consider context, human and material resources, implementation of activities, and outcomes.
 - e. Facilitate development of strategic plan for the following 5 years.
 - f. Oversee production and distribution of the strategic plan following adoption by the state board.
5. Communicate with local Leagues.
- a. Write or assign and edit articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - b. Advise local Leagues on program evaluation upon request.

Other Committee Chairs

Chair, Budget Committee

The chair of the Budget Committee supervises development of the biennial (a) LWV-TX budget to be adopted at state convention and (b) LWV-TEF budget to be adopted by the LWV-TEF board of trustees at their summer board meeting following state convention. The Budget Committee is comprised of the chair (a nonboard member), the president, the treasurer, and others appointed by the president.

Accountable to: President

Contributes to: *Action News!* or *Texas VOTER*, convention workbook (proposed budgets), and *League Handbook* (adopted budgets)

Responsibilities:

1. Conduct meetings of the Budget Committee.
 - a. Plan agenda prior to each meeting.
 - b. Report Budget Committee agenda and explanations in the premeeting material.
 - c. Maintain records of committee meetings.
2. Prepare draft budgets for LWV-TX and LWV-TEF.
 - a. Work with the president to
 - i. contact Budget Committee members to provide a general timeline for Budget Committee activities for the year. (summer, odd-numbered years)
 - ii. solicit input from state board committee chairs on projected or desired income and expenses in the following biennium by year and organization budget. (September, odd-numbered years)
 - iii. schedule initial weekend meeting. (October or early November, odd-numbered years)
 - b. Compile input from state board committee chairs into draft budgets; distribute to Budget Committee members prior to initial meeting.
 - c. Following the meeting, edit and annotate draft budgets; distribute to committee members and state office.
 - d. Ensure that the committee-approved draft budgets are distributed to state board members in preboard materials. (January, even-numbered years)
3. Present the LWV-TX and LWV-TEF draft budgets to state board at its January meeting. (January, even-numbered years)
 - a. Explain rationale behind the draft budgets and seek input for changes.
 - b. Edit and annotate draft budgets as approved by state board.
 - c. Prepare any explanatory information as directed by state board.
4. Publish approved draft budgets in the:
 - a. preconvention *Action News!* or *Texas VOTER* and
 - b. convention workbook.
5. Present the approved LWV-TX and LWV-TEF budgets at state convention.
 - a. Conduct Q&A session open to convention attendees.
 - b. Present oral report to state convention delegates during plenary.
 - i. LWV-TX budget for adoption
 - ii. LWV-TEF budget for information only
6. Incorporate any changes made by delegates to LWV-TX budget into final copy.
 - a. Provide final copy of LWV-TX budget to:
 - i. Secretary for inclusion in convention minutes.
 - ii. Treasurer
 - iii. State office for publication in *League Handbook*
 - b. Note that it is the state League treasurer's responsibility to prepare the final copy of LWV-TEF budget following its approval at the summer board meeting following state convention and submit it to state office for publication in the *League Handbook*. (summer, even-numbered years)

Chair, Nominating Committee

The chair of the Nominating Committee coordinates the 2-year process of identifying and nominating League members for the board for the following biennium. The Nominating Committee consists of five members. The chair and two members, who shall not be members of the state board, are elected at state convention. At its first board meeting following the state convention, the state board shall appoint two of its members to the committee. Vacancies shall be filled by appointment by the state board, maintaining the off-board/on-board representation.

Accountable to: LWV-TX board of directors and the membership

Contributes to: *Action News!* or *Texas VOTER* and convention workbook

Responsibilities:

1. Oversee the work of the Nominating Committee.
 - a. Plan, conduct, and follow-up committee meetings.
 - b. Communicate with Nominating Committee members by telephone and email.
 - i. Contact committee members to provide a general timeline for Nominating Committee activities for the biennium. (summer, even-numbered years)
 - ii. Work with president to schedule initial meeting of the committee.
 - iii. Report progress of committee work to members regularly.
 - c. Assign an area of responsibility to members, as appropriate, and monitor progress.
 - i. Interviews of current board members
 - ii. Solicitation of suggestions for potential nominees
 - iii. Contacts with candidates
 - d. Maintain records of committee work and meetings.
 - i. Obtain and review files from previous chair. (summer, even-numbered years)
 - ii. Write minutes of meetings and maintain progress reports.
 - iii. Write final Nominating Committee Report containing:
 - a) Nominations for officers and directors and the chair and two members of the next nominating committee
 - b) Short (50-word) biographical paragraph that summarizes qualifications of nominee to serve as board member, emphasizing League experience.
 - iv. Forward updated files to new committee chair after state convention at which slate has been elected, with copy to state office. (summer, even-numbered years)
2. Solicit suggestions for potential nominees.
 - a. Interview current board members; evaluate current board for strengths and weaknesses; identify skills needed in new board members.
 - b. Query local League presidents for candidates from their membership.
 - c. Request candidates from the membership via article(s) published in *Action News!* and/or *Texas VOTER*.
3. Supervise search process and report progress regularly to committee members.
 - a. Contact each candidate by letter; include job description.
 - b. Follow-up with telephone conversation.
 - i. Explain responsibilities of board position being offered.
 - ii. Respond to questions/concerns of candidate.
 - c. Secure resume and photograph from each nominee
 - i. Condense resume into 50-word biographical paragraph that summarizes qualifications of nominee to serve as board member, emphasizing League experience.
 - ii. Photograph should be studio quality for publication in print and online.

- iii. Provide photograph, resume, and biographical paragraph to state office for use in public relations and publicity.

4. Present slate of nominees.

- a. Provide written report of nominees to state board. (January, even-numbered years)
- b. Ensure that the report of the Nominating Committee, containing its nominations for officers and directors and the chair and two members of the next nominating committee, is sent to the presidents of local Leagues and to the chairs of member at large units at least 30 days before the state convention.
- c. Publish the report of the nominating committee in the
 - i. preconvention *Action News!* or *Texas VOTER* and
 - ii. convention workbook.
- d. Introduce the slate of nominees to delegates at state convention during plenary on the first day of the convention. Nominations may be made from the floor immediately thereafter provided the consent of the nominee has been obtained.

Note that the administration of the election shall be the responsibility of an election committee appointed by the president on the first day of the convention. Election shall be by ballot except that if there is only one nominee for an office it shall be by voice vote. A majority vote of the delegates present and voting shall constitute an election.

Chair, Study Committee

The chair of a League study committee is responsible for coordinating a credible, in-depth, unbiased exploration and documentation of the study topic adopted at the state convention. In addition, the study chair coordinates the statewide consensus process to reach member agreement on the issues raised by the study.

Accountable to:	Education Committee chair
Standing committee:	If a member of the state board: Education Committee (EDU)
Regular & other committees:	Study Committee
Publications:	<i>Study Report, Facts & Issues, Leaders Guide</i>
Contributes to:	<i>Action News!, Texas VOTER, Program Perspectives</i> , and convention workbook

Responsibilities:

1. Assist EDU chair and president in the selection of a broad-based study committee composed primarily of off-board League members. (June-July, even-numbered years)
2. Coordinate and participate in the work of the study committee.
 - a. Plan, conduct, and follow-up committee meetings.
 - b. Communicate with study committee members by telephone and email.
 - i. Contact committee members to provide a general timeline for study committee activities for the biennium. (summer, even-numbered years)
 - ii. Work with president to schedule initial face-to-face meeting of the committee.
 - iii. Establish email protocol for committee communication.
 - iv. Report progress of committee work to members regularly.
 - c. Develop and distribute outline of study based on focus and scope approved by state convention.
 - d. Develop and distribute detailed timeline for conduct of the study.
 - e. Develop and distribute timeline for local League participation in study.
 - f. Assign an area of study responsibility to each member and monitor progress.
3. Report progress of Study Committee work regularly.
 - a. Quarterly progress report to state board
 - i. Written preboard report
 - ii. Oral EDU report
 - iii. Oral report to state board
 - b. Monthly progress report to membership (*Action News!* or *Texas VOTER*)
4. Oversee production of study committee documents.
 - a. Write or assign and edit:
 - i. Memo to study committee
 - ii. Packet to study committee
 - iii. Timeline for study committee
 - iv. Timeline for local Leagues
 - v. Study report (compilation of all data collected)
 - vi. *Facts & Issues* (condensed study report for membership and public)
 - vii. *Facts & Issues: References*
 - viii. *Facts & Issues: Resources*
 - ix. Consensus questions
 - x. Consensus Report Form
 - xi. Leaders Guide
 - xii. Survey Monkey data analysis report
 - xiii. A brief Report of Findings of Consensus to state board; include proposed state League position on the issue

- b. Submit documents to EDU chair for review and editing prior to publication and/or distribution.
 - c. Work with EDU chair to identify three editors to review and make suggestions for revision to draft of Facts & Issues.
- 5. Coordinate publication and publicity if statewide consensus is reached and a position is adopted by the board.
 - a. Submit approved position for publication.
 - i. Website
 - ii. *Action News!*
 - iii. Convention workbook
 - iv. *Program Perspectives*
 - v. LWVUS *Clearinghouse* at <https://sites.google.com/a/leagueofwomenvoters.org/clearinghouse/>
 - b. Work with executive administrator to draft press releases for distribution.
 - i. State League media distribution list
 - ii. Local League presidents for local publicity
- 6. Transition to issue chair (or work with EDU chair to identify issue chair) if statewide consensus is reached and a position is adopted by the board. See roles and responsibilities of the issue chair.

Other Positions

Capitol Corps Coordinator

The coordinator of the Capitol Corps coordinates the work of the Capitol Corps, responding to requests for Austin-based legislative contacts or action, both in the regular session and during the interim. The Capitol Corps is comprised of volunteers from the LWV-Austin Area and other nearby local Leagues.

Accountable to: Chair, Advocacy Committee (ADV)

Responsibilities:

1. Promote the Capitol Corps to LWV-Austin Area and other nearby local Leagues and recruit members from within those Leagues. (summer, even-numbered years)
2. Determine Capitol Corps members with special interests or backgrounds who may wish to work well with particular issue chairs on shared issue interests.
3. Train Capitol Corps members prior to regular legislative session. (fall, even-numbered years)
 - a. Provide calendar of activities for the current biennium.
 - b. Orient to the
 - i. Capitol buildings,
 - ii. process of how a bill becomes a law, and
 - iii. process and systems of the Texas Legislature for receiving testimony or official positions
 - c. Review basic issue chair guidelines.
 - d. Introduce documents issue chairs write during the course of advocacy and lobbying activities.
 - e. Emphasize clearance protocol for approval and distribution of advocacy and lobbying documents.
4. Coordinate and participate in Capitol Corps member activities that assist issue chair advocacy and lobbying actions. For example:
 - a. Attend legislative committees during regular session or the interim to increase League visibility and monitor legislative activities related to identified issues.
 - b. Provide testimony to legislative committees during regular session or the interim.
 - c. Visit individual legislators to advocate or lobby for an issue.
 - d. Deliver advocacy papers or other educational documents to legislators.
5. Maintain a shared documentation system for tracking all testimony and other advocacy and lobbying activities.
6. Provide copies of all final testimony suitable for posting on state League website to executive administrator.
7. Under direction of ADV chair, provide assistance in
 - a. editing and compiling testimony,
 - b. creating templates,
 - c. special projects, and
 - d. organizing resources and information.

Issue Chair

The issue chair advocates and lobbies for the selected issue on behalf of the LWV-TX in concert with the position published in *Program Perspectives*. The issue chair is the primary point of contact regarding questions on the issue and represents the state League in working with stakeholders engaged in the issue. The issue chair works under the guidance of the Advocacy Committee chair.

Accountable to: Chair, Advocacy Committee (ADV)

Publications: Advocacy paper, testimony

Contributes to: Issue blog, social media, press releases, action alerts, *Legislative Newsletter*

Responsibilities:

1. Maintain expertise on the issue.
 - a. Review current research and other publications on the issue.
 - b. Monitor traditional and social media related to the issue.
2. Develop, practice, and commit to memory brief advocacy messages.
 - a. Elevator speech
 - b. Talking points
3. Actualize the best practices for advocacy and lobbying by nonprofit organizations.
4. Advocate or lobby on the issue as appropriate.
 - a. Write an advocacy paper on the issue, assisted by other issue experts.
 - b. Update blog on website issue page periodically.
 - c. Post on social media regularly.
 - d. Prepare testimony for legislative committee meetings.
 - e. Present approved testimony in person (or request presentation by member of the Capitol Corps).
 - f. Work with other stakeholders engaged in the issue.
5. Follow clearance protocol for approval and distribution of advocacy and lobbying documents.
 - a. Advocacy Committee chair or designee (editing and tentative approval)
 - b. President (editing and final approval)
 - c. State office (formatting and distribution)
6. Respond in a timely manner to questions and concerns related to the issue from League members, citizens, stakeholders, legislators, and the media.
7. Monitor legislative activities related to the issue.
 - a. Bills introduced during the regular session
 - b. Legislative committee meetings during the regular session and the interim
 - c. Proposed Texas budget
8. Work with Capitol Corps coordinator to access assistance of Capitol Corps members in legislative advocacy activities and lobbying related to the issue.
9. Work with legislative coordinator to gain assistance for
 - a. in-person advocacy and lobbying with legislators at the Capitol and
 - b. state League representation at coalition meetings in Austin.

Legislative Coordinator

Acting on behalf of the state League, the legislative coordinator maintains an active advocacy presence at the Texas Capitol, promotes priority and active issues, and represents the state League, when needed, at the Capitol, coalition meetings, and with collaborators and affiliates. The legislative coordinator works closely with the chair of the Advocacy Committee, coordinator of the Capitol Corp, and issue chairs to present a unified message on identified issues.

Accountable to: Chair, Advocacy Committee (ADV)

Board committees: Member, ADV

Responsibilities:

1. Promote positive public relations with key stakeholders at the Capitol.
 - a. Promote and sustain mutually beneficial relationships and goodwill between the state League and legislators, other elected and appointed officials, lobbyists, and constituents.
 - b. Strategically communicate (inform and persuade) with others to form a positive image of the state League or a particular League issue position.
 - c. Craft positive League messages for diverse audiences.
2. Assist ADV chair with legislative activities.
 - a. Coordinate local League legislative interviews.
 - b. Compile and analyze data from local League legislative interviews.
 - c. Conduct special advocacy or lobbying projects, as requested.
3. Assist Capitol Corps coordinator with legislative activities.
 - a. Participate in training Capitol Corps members.
 - b. Coordinate testimony, as requested.
 - c. Participate in special projects, as requested.
4. Assist issue chairs with legislative activities.
 - a. Visit legislators to promote priority and identified issues or lobby on specific legislation at request of issue chairs.
 - b. Represent the state League at coalition meetings in Austin on behalf of issue chairs.
 - c. Provide templates and drafts for social media postings.

Voters Service Coordinator

The voters service coordinator is a state board member who oversees voters service activities and provides information and guidance to local Leagues related to voters service.

Accountable to: Chair, Education Committee

Standing committee: Education Committee (EDU)

Regular & other committees: As appointed by the president

Publications: Voters guides, *A Guide to Voters Guides for Local Leagues*, *Voting in Texas*

Contributes to: *Action News!*, *Texas VOTER*

Responsibilities:

1. Coordinate voters service activities at the state and local levels.
 - a. Develop and distribute a fiscal year voters service activity calendar annually.
 - i. Texas voter registration date deadlines
 - ii. National, state, and local election dates
 - a) Early voting
 - b) Uniform Election Day
 - iii. Get-our-the-vote campaign dates
 - iv. Special voters service events
 - b. Conduct publicity campaigns for voting-related activities.
 - i. Stay alert to publicity possibilities on both state and local levels.
 - ii. Capitalize on the potential for high visibility of voting-related activities to enhance public perception of the League.
 - c. Work closely with EDU chair and committee on any voters service related project undertaken by the state League.
2. Advise local Leagues on voter education and voters service activities.
 - a. Local League involvement is critical.
 - i. Voter education and voters service activities have the most impact in local communities.
 - ii. The interest and involvement of local Leagues determines the success or failure of voter education and voters service activities.
 - b. Respond openly and in a timely manner to local League requests for information and assistance.
 - c. Communicate regularly with local Leagues.
 - i. Write articles in *Action News!*, *Texas VOTER*, and other communications with local Leagues.
 - ii. Disseminate and exchange information concerning voter education and voters service activities.
 - iii. Provide voters service training.
 - iv. Mentor local League voters service leaders.
 - d. Recognize outstanding local League voters service activities. For example:
 - i. Awards at state convention
 - ii. Articles in *Action News!* or *Texas VOTER*
 - iii. Press releases

3. Coordinate production of a voters guide for all elections that cover races for statewide political offices, proposed Amendments to the Texas Constitution, and other statewide ballot issues.
 - a. Develop and distribute fiscal calendar for production activities of voters guides during the biennium; delineate voters service coordinator, EDU, state board, local League, and state office responsibilities.
 - b. Develop voters guide candidate questions for each statewide office in collaboration with EDU.
 - i. Solicit new/revised questions from EDU members 1 month prior to preelection board meeting.
 - ii. Distribute draft in preboard materials based on input.
 - iii. Revise draft at EDU meeting.
 - iv. Present final draft to state board for vote in plenary.
 - c. Oversee state office staff or intern in use of VOTE411 to collect candidate responses and distribute voters guide information electronically.
 - d. Collaborate with EDU chair to assign, direct, and edit study and writing of pro/con information for proposed Constitutional Amendments voters guide.
 - e. Oversee the production of print and electronic editions of voters guides in English and Spanish by the state office.