



A PRESIDENT'S HANDBOOK



**East Bay District Leadership
Training
Saturday, May 21, 2016**

Karen L. Johnson, Presenter

What Do I Do Now That I Am President !?!

- **Choose to have fun with it.....** Making new friends, developing new skills, broadening your horizons and having the power to create change
- **Delegate, delegate, delegate.....** But follow up.
- **Summer is not a time to relax, but to plan.** Rest comes later.
- **Include newer members** as co-chairs and committee volunteers
- **Connect with presidents of other branches** – share info and newsletters
- **Communicate regularly and often with board members** offering encouragement, compliments, and advice as needed
- **Make use of past president's as valuable resources** for ideas and guidance
- **“To Do” lists and Timelines will be your new best friends**
- **Remember this is a volunteer position – Relax and simple enjoy the experience**

AAUW 101

National AAUW: There are 4 main aspects of the national program:

- 1) **Advocacy** – AAUW advocates for education and equity for women and girls. We can all join the Action network (<http://www.aauw.org/act>) which allows you to e-mail your Congressman or Senator in just a few minutes. There is also a volunteer Lobby Corps who visit congressional offices to discuss various issues.
- 2) **Philanthropy** – AAUW members raise money for fellowships for graduate students, community grants, and legal help for cases involving equity.
- 3) **Research** – AAUW sponsors research related to equity and education. *Why So Few?* Discusses the lack of women in STEM fields. Another report explored sexual harassment on campus.
- 4) **Education** - The AAUW Funds provide fellowships for women and programs for teachers. Many AAUW activities encourage education for women and girls as the founders did.

State AAUW (AAUW-CA.org): The state organization serves the branches and helps National serve the student community. The annual convention features speakers of interest to the members and a student program. It also supports public policy initiatives such as the Equal Rights Amendment and pay equity bills.

Local Branches: Combine service, educational, and social activities.

Membership: There are 3 types of members:

- 1) **Regular** members must have a college degree (2 yr or 4 yr). They can be national members exclusively or be branch members which includes state membership.
- 2) **Student affiliates** are undergraduates working on a degree and can join the organization at www.aauw.org
- 3) **College university partners** are institutional members. They get access to research and other advantages. Their undergraduate students can join for free as an e-student.

AAUW 101 (cont.)

AAUW and Students: Benefits available to affiliates

- 1) **National Conference for Women Student Leaders:** Women students from around the country meet in the Washington area in early June. NCCWSL features inspiring speakers and workshops on topics of interest to women students.
- 2) **Campus Action Projects:** AAUW provides grants for students to conduct projects on topics such as sexual harassment on campus, returning to school and women in STEM.
- 3) **“Start Smart” Negotiation Training:** AAUW provides campus based salary negotiation workshops to prepare students to begin their professional careers with the best possible salary.
- 4) **“Elect Her”-** Campus Women Win Campaign is the only program in the country that encourages and trains young women to run for student government on their college campuses.
- 5) **National Student Advisory Council:** Helps AAUW plan the national conference for women student leaders (NCCWSL). Several states also have Student Advisory Councils which advise the State AAUW organization on how they can serve the student community.
- 6) **Student Organization:** A group of student can form their own branch of AAUW, usually by working with an existing branch which mentors them. The student branch may do service projects, public policy work and have social activities.

THE AAUW PRESIDENTIAL YEAR

May /June

- **Installation of new officers**
- **Check the branch officer roster on the Member Services Database - National AAUW website to make sure the list of elected officers has been changed by the outgoing president to reflect the new slate of officers. (Crucial for receiving timely info from state and national organizations)**
- **Become well acquainted with your branch documents (Policies and Procedures) and keep them in your operating binder to answer any questions that come up**
- **Visit bank to create new signing cards / Provide them with a copy of the official annual meeting minutes with election results to show who has the legal power to sign for the branch (President, Treasurer, Program, Funds)**
- **Set up a president's binder with such key sections as: Board Agenda & Minutes, General Meeting Agenda & Minutes, Finance, Membership, Program, AAUW Funds, Newsletter, Public Policy, College Liaison, Publicity - Communications , Social Media, Tech Trek, Insurance, By-Laws, and National & State AAUW information**
- **Hold a board 'retreat' to set out personal goals for the year and introduce members to board materials ("So You're A Board Member Now!") Emphasize to them the importance of getting familiar with the resource materials in both the national and the state web sites and keeping an up to date binder of their activities and contacts throughout the year**
- **Start planning calendar for the next year**
- **Write an article for July newsletter publication (and for each month thereafter)**

THE AAUW PRESIDENTIAL YEAR

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July

- **Create an agenda for your 1st board meeting of the year and send it out 2-4 days in advance. Continue each month through the year**
- **Work with Finance VP on proposed budget for the year**
- **Work on plans for September event with Program**
- **Be aware and keep a timeline of important dates for key events during the year – Membership, Finance, Funds, insurance, Public Policy, College / University Liaison, Tech Trek, etc.**
- **Stay in close touch with all your key officers and chairs as they prepare for their year**
- **Work closely with membership chair on member renewal and new member activities**

August

- **Request that a branch member review (*not audit*) the finances for the past year (all accounts – both operating and Funds) and have them sign off on the accounts along with any suggested changes**
- **Continue working with the chair on the main branch event in September and other programs for the year. Make use of the resources for speakers and programs offered on both the state and national websites**
- **Plan to attend the scholarship award events along with your Funds chair for any schools where your branch provides support (Some are held as early as the start of the school year, others later in the year)**

THE AAUW PRESIDENTIAL YEAR

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September

- **The Big Event** which opens the AAUW year for the branch membership. Encourage use of the special new members dues program offered through National
- **Print out a copy of the AAUW California website calendar** for your binder noting critical dates throughout the year (As the October Speech Trek deadline, etc.)
- **Work on any Public Policy issues, especially candidate forums in election years**
- **Have a Social Media chair to update and keep current your social media sites (Facebook, etc)**

October

- **Attend a regional Funds luncheon with your chair**
- **This month is the deadline for your Finance Chair to send the *Group Tax Exemption (990-N)* for IRS to National**

November

- **Note critical deadlines for Funds assessments, insurance payments and member renewal this month**
- **Continue to educate board members about the wide 'umbrella' of the organization (AAUW 101) and the need to involve new members by mentoring and committee work**

December

- **Choose a nominating committee to create a slate of elected/executive officers for the next year**
- **Planning for major fund raising activities in the Spring**

THE AAUW PRESIDENTIAL YEAR

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January / February

- **Nominating committee meets**
- **Major fund raising activities are begun**

March / April /May

- **Nominating committee submits the slate of elective officers and list of chair positions to the board for approval**
- **Approved list is submitted to the newsletter editor for publication to the membership at least 14 days before the formal election**
- **Annual business meeting to be held between the months of March and May with election of officers and to conduct the business of the branch, including but not limited to, electing officers, establishing dues, amending bylaws and receiving reports.**
- **Attend the State AAUW conference**

April / May / June

- **Work with incoming President and Program chair to organize the installation ceremony for the new board and public recognition of members of the outgoing board**
- **Attend the National AAUW conference**
- **Encourage new board members to attend Leadership Training events**
- **Hand over your gavel and President's binder to the new leader**
- **Take some well-earned R&R time!**

So....You're a Board Member Now!

Basic Responsibilities of a Board Member

- Attend meetings and ask questions to make informed decisions
- Understand and uphold confidentiality
- Perform duties with care and in good faith
- Operate meetings efficiently and effectively
 - ~ Start and end on time
 - ~ Come prepared (Read agenda & last meeting minutes ahead of time)
 - ~ Voting is accurately reflected in the minutes

What does a Board do?

- Defines and manages the BIG PICTURE
 - ~ Sets policy and direction
 - ~ Looks to the future
 - ~ Does strategic and tactical planning
- Lets committees handle the PRESENT
- Oversees the organization's FINANCIAL & OPERATIONAL HEALTH

What are the key characteristics of an effective Board?

- Shares a common vision and purpose
- Clearly understands the board members roles & responsibilities
- Knows and understands the role of stewardship vs. ownership
- Reflects the community it represents & serves
- Has trust, commitment and courage
- Respects the value of time – Hold efficient board meetings
- Leads the membership in shaping the future
- Is committed to building bridges to change

How do you grow your board and yourself as a Board member?

- Discover what moves you
- Openly discuss the direction the Board is moving in and how it works together

You're a Board Member Now!

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- Be willing to speak up and say something that needs to be said or done
- Risk moving around during the Board meetings
- Challenge yourself to commit and involve new people
- Educate the general membership about the Board
- Diversify by working together to leave no one behind.
- Know your job description by reading the By-Laws, speaking with your predecessor, obtaining past files and resource lists
- Review all of the governing documents of the branch: bylaws, policies & procedures (all online at the website)
- Be a team member on the Board
- Help to build consensus in the decision making process

How does a board both govern and manage?

- *Governance* provides the vision for the organization
- Hold itself accountable to the public interests
- Board members are liaisons with the community

- *Management* is the execution of the GOALS
- Supports and builds the organization
- Strengthens the organization through board assistance > reviews status on decisions and key activities

What are the financial responsibilities of a Board?

- Manages the assets and liabilities
- Monitors the expenses vs income
- Ensures the organization financial solvency
- All tax reporting is current
- Board members are financially literate both as individuals and as board members.

What are a Board's Legal Responsibilities?

- Know what kind of insurance the organization has and what is covered. (Check the AAUW California website)
- Know what your personal insurance covers for volunteer / board service. (Home based meetings are covered 1st under homeowner and then through the AAUW state organization.)
- Make sure the personnel and volunteer policies are in compliance with current laws.

What is a Non-Profit Organization?

- A business, not to make a profit
- Only difference is the tax status
- A legal entity held in trust for the community
- Controlled by a Board of Directors
- Purpose is to fulfill its public interest mission

Who owns a Non-Profit?

- The community it serves
- Community owns all the assets of the organization
- Meetings and tax records are kept open to the public
- Board of Directors is chartered to "act in the public interest"

LEARNING HOW TO INFLUENCE PEOPLE THROUGH COMMUNICATION

(From an article by Arnold M. Ruskin, adapted by special permission from CHEMICAL ENGINEERING)

The following are tips from a management consultant to help you prepare to deal with a variety of people:

When communicating with an action-oriented person:

- Be brief
- Emphasize practicality
- Focus on results
- Use visual aids

When communicating with a people-oriented person:

- Emphasize the relationship between your proposal and the people concerned. Show how the idea worked well for other people
- Indicate support from other sources
- Write informally
- Allow for small talk while discussing the proposal or topic

When communicating with an idea-oriented person:

- Work from the general to the specific
- Emphasize the uniqueness of your proposal/idea and allow time for discussion
- Emphasize the key concepts that underlie your proposal

When communicating with a process-oriented person:

- Present your facts in a logical order
- Be precise
- Include choices

UNDERLED AND OVERMANAGED:

“Managers focus on doing things right; leaders focus on doing the right things.”

Warren Bennis

HOW TO HANDLE PROBLEMS BETWEEN PEOPLE

1. Determine Objectives
 - What is the goal of the organization?
 - What is the goal of the committee/subgroup?
 - What is the goal of the position/committee where the problem exists?
2. Get All The Facts
 - Review the situation
 - How long has the problem existed
 - Who is involved in the problem
 - Has this situation occurred before
 - What policies and procedures apply to the situation
 - Get the points of view regarding the situation from all sides involved
 - Were there extenuating circumstances
 - Was there a logical reason for the situation to occur
 - Get the opinions and feelings of all involved
3. Weight and Decide
 - Fit the facts together and consider their bearing on each other
 - What are the possible actions to resolution
 - Check actions against policies/procedures and precedents
 - Consider the objectives
 - Will the decision being made to resolve the situation help accomplish the objectives?
 - What will be the effect on people concerned?
 - What will be the effect on the organization?
 - What will be the effect on the public image?
 - Don't jump to conclusions --- make a timely decision, while weighing all the facts
4. Take Action
 - Take action while the situation is current
 - Poor timing can negate the resolution
 - Do not evade responsibility
 - Does the officer/committee chair need help?
 - Should this situation be referred to another person?
5. Check Results
 - Follow up ASAP
 - Did the resolution help, if not what needs to be done to further resolve the situation?
 - Make sure all parties check in on the results – exclusion causes additional problems.

TIPS FOR SUCCESSFUL TEAM MEETINGS

Before the meeting

- Communicate with team members in advance
- Let them know what they need to prepare for the meeting:
 - Background reading
 - Thought starters
 - Input from membership outside the team
- Let them know what, if anything, they should bring with them to the meeting
- Send a detailed agenda at least one week prior to the meeting
 - Timeline with beginning and end clearly stated
 - Topics for discussion
 - Expected meeting outcomes

During the meeting

- Do an ice breaker and/or team building activity
 - Make sure team members have the opportunity to get to know each other
 - expression of individual ideas
 - encourage creativity
- Stay open-minded and flexible

At the end of the meeting

- Summarize decisions and expected outcomes
- Set a timeline for completing ALL the tasks
- Clearly assign who is responsible for what/when
- Make sure every team member is committed to the plan

After the meeting

- Summarize the team activities in minutes and circulate to the team for review
- Follow-up at regular intervals with team members to assure that tasks are on track to meet the completion date

GROUP DECISION MAKING

The ways groups make decisions have consequences----

The degree of commitment the group has to the decision

The quality of the decision

Both are needed for a group to be effective

Ways Groups Make Decision:

1. Decision by lack of response

Someone suggests an idea, before anyone else comments, another idea is suggested; it too provokes little comment. Eventually the group finds an idea on which to act.

2. Decision by authority rule

The group may discuss, but the chair decides

3. Decision by majority rule

The group votes

4. Decision by consensus

There is open discussion and consideration of all alternatives until a decision is reached with which everyone can feel comfortable.

STOP Sessions:

Often it helps to take a brief "time-out", or a "stop session", to let the group share their observations and feelings about what has been happening during the decision making process.

A STOP Session may be called by anyone in the group, not just the leader. Using this process increases awareness of the group process and can energize the group. After this opportunity for a change of pace and the chance to "clear the air" group members usually return to the task with a new sense of energy and commitment.

Sample Questions for discussion during a "stop session" include:

1. What did the group do to organize itself for this task? (activities, decisions)
2. What helped the group do the task? (materials, participants, activities)
3. What hindered the group in doing the task? (materials, participants, activities)
4. What can the group do right now to improve the process?

REACHING CONSENSUS

Consensus is a decision-making technique that::

- Enables a group to satisfy all members, not just the majority
- Equalizes member's responsibilities and power
- Synthesizes viewpoints and focuses on areas of agreement
- Affirms that the integrity of the group is more important than any single issue

Steps in reaching consensus:

- Designate a facilitator who is firm, yet flexible
- Bring the issue in question to the group, usually in the form of a proposal
- Discuss the issue to raise questions and concerns
- Encourage the expression of disagreement as well as agreement
- Modify the original proposal or create a new one
- Through discussion, reach a decision that is acceptable to all, in spite of reservations or differences
- Remember: it is not necessary for every group member to think that the consensus solution is exactly what they want most, but that it is the best solution that can be reached under the circumstances.

In reaching consensus it helps to:

- State the issue clearly
- Look at all of the alternatives carefully
- Seek out areas of agreement
- Listen closely; check to make sure you understand differing viewpoints
- Recognize that differences of opinion are natural and can produce new, creative possibilities.

CONSENSUS BUILDING TOOLS

- Straw votes --- to limit the options to a manageable number
- Making modifications --- to win over a holdout
- Creating combinations --- when two or three choices are better than one
- Airing reservations --- to avoid groupthink or passive resistance
- Reassessing and re-evaluating --- to get a fresh start
- Taking a break --- when process bogs down
- Having trial runs --- to lessen the fear of making a mistake

Source: TEAM COACH by Donna Deeprise, American Management Association

THE ART OF DELEGATION

Excerpted from: THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

We accomplish all that we do through delegation ---- either to time or to other people. If we delegate to time, we think *efficiency*. If we delegate to people we think *effectiveness*.

Many people refuse to delegate to other people because they feel it takes too much time and effort, and they could do the job better themselves. But effectively delegating to others is perhaps the single most powerful high-leverage activity there is.

GOFER DELEGATION:

There are basically two kinds of delegation: "gofer delegation" and "stewardship delegation." Gofer delegation means "go for this, go for that, do this, do that, and tell me when it's done." Most people who are producers have a gofer delegation paradigm. Gofer delegation requires one-on-one supervision of methods, but how much does it really accomplish? And how many people is it possible to supervise or manage when you have to be involved in every move they make?

STEWARDSHIP DELEGATION

Stewardship delegation is focused on RESULTS instead of METHODS. IT gives people a choice of method and makes them responsible for results. Stewardship delegation involves clear, up-front mutual understanding and commitment regarding expectations in five areas.

1. **Desired Results.** Create a clear, mutual understanding of what needs to be accomplished, focusing on what, not how; results, not methods. Spend time. Be patient. Visualize the desired result. Make out a statement of what the results will look like, and by when they will be accomplished.
2. **Guidelines.** Identify the parameters within which the individual should operate. These should be as few as possible, but should include any formidable restrictions. Point out the potential failure paths, what not to do, but don't tell them what to do. Keep the responsibility for the results with them – to do whatever is necessary within the guidelines.
3. **Resources.** Identify the human, financial, technical, or organizational resources the person can draw on to accomplish the desired results.
4. **Accountability.** Set up the standards of performance that will be used in evaluating the results and the specific times when reporting and evaluation will take place.
5. **Consequences.** Specify what will happen, both good and bad, as a result of the evaluation. This could include such things as financial rewards, psychic rewards, different assignments, and natural consequences tied into the overall mission of the organization.

Effective delegation is perhaps the best indicator of effective management simply because it is so basic to both personal and organizational growth.

GUIDELINES FOR BOARD MEMBERSHIP TO REDUCE OR PREVENT THE POSSIBILITY OF LAWSUITS

1. Attend board and committee meetings regularly
2. Be certain that the minutes of the board meetings accurately reflect what happened
3. Treat the affairs of the organization as you would your own
4. BE familiar with the organization's goals, objectives, and programs
5. Be certain the financial records of the organization are audited at regular intervals by a CPA firm
6. Insist that all committee meetings are reported at board meetings in either oral or written form
7. Know your organization's budget, process, and financial situation
8. Know who is authorized to sign checks and in what amount
9. Avoid self-serving policies
10. Inquire if there is something you do not understand or if something comes to your attention which causes you to question a policy or a practice
11. Insist that there is well-established personnel program with a competent chief executive or staff supervisor if your organization has paid staff
12. Avoid the substance or appearance of conflict of interest
13. Be certain your organization is fulfilling all aspects of its "not-for-profit and tax exempt status"
14. Insist on a written and followed board membership and nominating committee procedure
15. Monitor the community and professional image of your organization
16. Be certain that "policies" are clearly identified, and the board acts on them as a whole rather than action by a small group of individuals
17. Know the organization's Board of Directors, financial condition, programs, and staff before you accept a board membership position
18. Require that your organization has proper legal counsel or resources for legal counsel
19. Monitor the activity of your executive committee to insure it does not overstep its authority
20. Insist on the board having a policy relative to board volunteer liability

AM I READY TO BE AN EFFECTIVE BOARD MEMBER?

The place to start is with your personal assessment of yourself as a board member, identifying your strengths and limitations. This will help you to devise a plan to help you strengthen your skills as a board member and develop your own individual board membership profile.

BOARD MEMBERSHIP ASSESSMENT			
As a board member, I see myself as able to:	Most of the time	Some of the time	Need to improve
1. Sense the attitudes and feelings of myself and other board members			
2. Develop leadership in other members of the board			
3. Delegate responsibility to appropriate people			
4. Tolerate differences of views and opinions			
5. Find creative solutions to problems and conflicts			
6. Establish work assignments and clearly define expectations			
7. Face mistakes, accept responsibility and move on			
8. Be flexible			
9. Identify and analyze group problems			
10. Bring out the best in my fellow board members and show appreciation			
11. Seek help from others on the board			
12. Evaluate myself and the other board members constructively and fairly			
<p>Answer the following questions:</p> <p style="padding-left: 40px;">How can I capitalize on my strengths?</p> <p style="padding-left: 40px;">What can I do to improve my limitations?</p>			

AAUW RESOURCES

National AAUW website: www.aauw.org

Note: For password-protected areas of the website for members only, use your AAUW member number and a unique password you create the first time you login (retrievable if you forget it).

Select RESOURCES tab at top of page... and explore!

Leader Essentials for branch officers: www.aauw.org/resource/leader-essentials

- Membership Recruitment and Retention
- Programming
- STEM
- C/U Relations
- Fellowships/Grants
- Public Policy
- Visibility
- Fundraising
- Governance

Scroll to the bottom of the home page to MEMBER TOOLS to get to the link of...

MEMBER SERVICES DATABASE (MSD)

- Branch roster
- Branch logo
- Funds contribution page
- Branch and state leadership lists
- Membership Payment Plan (MPP)
[if branch enrolled]

State AAUW website: www.aauw-ca.org

Note: For password-protected areas of the website for members only, the user name/password is the same for all members: User name: member Password: aauwca

Click on menu options from left column (**partial list**):

- **AAUW CA Business**
 - Communications: state directory, recent issues of *Perspective* and Board-to-Board communications
- **Find a Branch** – locator tool for prospective members to find you
- **Membership**
 - Link to Leader Essentials on national website
 - Links to recruitment and retention materials from June 2013 national convention
 - Assistance on recruiting C/U partner members
- **Branch Support**
 - Support Contacts
 - Leadership Training materials
 - Branch Governance
 - Branch Treasurer Resources
 - Leader-on-Loan
 - Branch Marketplace
- **Mission Based Programs**
 - Examples of great programs
 - Tech Trek
 - Speech Trek
 - International Advocacy
 - Financial Literacy
 - Title IX
- **Public Policy**
 - AAUW CA Action Alerts
 - Bill Tracking
 - Public Policy Priorities
- **AAUW Funds**
 - Fall Luncheons
 - Legal Advocacy Fund
 - How to Request a Funds Speaker