



Administrative Policy Manual

1966 - 1996

**ADMINISTRATIVE POLICY MANUAL
COMPREHENSIVE**

The following is a comprehensive administrative policy manual for the National Organization for Women from our founding in 1966 through the end of 1996. Resolutions and motions are in reverse chronological order, with the most recent at the front of each section. A separate Addendum contains all policies from 1997 to the present.

Conference-adopted policy is identified by the year of adoption in bold type; Board-adopted policy is identified by the month and year of adoption.

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This manual represents the work of NOW staffer Lisa Bennett, who built on the work of NOW staff and activists Vernon McCaster, Mea Arnold, Maureen Burke, Loretta Kane, Pat Higgins, Theresa Bergen and Sandy Skorniac, as well as the work of past and present NOW officers Lois Reckett, Patricia Ireland, Karen Johnson and Kim Gandy in researching, organizing and compiling these resolutions and motions. NOW owes them our thanks for making sure all NOW activists are able to have readily available NOW's most current policy positions.

AFFIRMATIVE ACTION

2/96

Moved:

1. That the Affirmative Action Committee be authorized to develop a structured approach to the board diversity dialogues, and to coordinate their presentation.
2. That each issue of the NNT include an item addressing Affirmative Action, either from an experiential or educational point of view (i.e. "fast facts," talking points, personal profiles, chapter actions, etc.)
3. That a draft of the new Affirmative Action Guide be presented to the board for review no later than the 1996 National Conference in June.

AFFIRMATIVE ACTION FOR CHAPTERS

1995

WHEREAS, the elimination of racism is one of the National Organization for Women's (NOW) priority issues and the establishment and cultivation of an affirmative action policy within each chapter is essential to the success of achieving an inclusive and diverse organization; and

WHEREAS, Affirmative Action has recently been propelled into the forefront of our National consciousness as a wedge issue by the Republican Party meant to de-value women and minorities; and

WHEREAS, NOW recognizes that to be truly effective and honest in our fight to defend Affirmative Action, we must "walk the walk" and encourage chapters to incorporate an effective Affirmative Action plan within their own structure; and

WHEREAS, NOW believes that until the many faces of feminism are reflected in our membership, there can be no true equality;

THEREFORE BE IT RESOLVED, that National NOW develop and promote an Affirmative Action Guide for chapters designed to educate and encourage chapters regarding the value of diversity and to provide the necessary resource materials and assistance needed to create such a program; and

BE IT FURTHER RESOLVED, that this guide be compiled with assistance from the National Board, the Racial Diversity Director, the Affirmative Action Conference Implementation Committee, and any other appropriate NOW entities; and

BE IT FURTHER RESOLVED, that this guide include a format that stresses the importance of internal membership education prior to any recruitment campaign and that tools such as Consciousness-Raising be strongly encouraged; and

BE IT FURTHER RESOLVED, that to ensure awareness of such a guide, all chapters be mailed one free issue of the guide after its initial creation and that subsequent reminders of its availability be included in leadership mailings on a regular basis; and

BE IT FURTHER RESOLVED, that NOW develop a diversity questionnaire to be mailed annually to chapters for the dual purpose of monitoring successful models and sharing those models with all chapters; and

BE IT FINALLY RESOLVED, that the Affirmative Action guide include sample affirmative action bylaws in order to facilitate such a policy.

AFFIRMATIVE ACTION/NATIONAL BOARD

12/94

WHEREAS, NOW is committed to working not only to bridge the gender gap, but also toward bringing racial gaps - both of which impede the progress of all women in society, and

WHEREAS, NOW has historically made efforts to address affirmative action issues, including the passage of

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the 1992 "Affirmative Action for Chapters" affirmative action resolution, and **WHEREAS**, it is recognized that the elimination of racism occurs through education, dialogue, and distribution of information;

THEREFORE BE IT RESOLVED, that the National NOW Board agree to devote one hour at each National Board Meeting to a presentation and dialogue on prejudice reduction inclusive of all NOW issues for the purpose of educating and increasing awareness of all Board members.

4/93

Moved that the Board interprets the term "subunits" to include chapter and state NOW PAC's and LDEF's (which would include foundations) in regard to filing an affirmative action report with the National Office. State/chapter PAC's and LDEF's need to file the affirmative action report by the end of this calendar year.

See Also: Subunits

2/93

Moved that NOW hire Rose Miller & Associates to implement Board resolution regarding dismantling racism in NOW dated 12/91. The objective of said resolution being to eliminate barriers to power sharing in NOW.

That Rose Miller is hired within a time frame that allows a presentation/training entitled "Dismantling Racism" to occur at the April, 1993 (sic) Board meeting.

Additionally, recommended that consultants work in conjunction with the National Board's Affirmative Action Committee in the design and implementation of the dismantling racism program.

Article IV. Subunits

[Excerpted from National Bylaws, 7/93]

Section 4. Affirmative Action

Subunits shall have an affirmative action plan aimed at increasing diversity of participation at all levels of NOW.

Article VII. The National Board

[Excerpted from National Bylaws, 7/93]

Section 4. Regional Election of Board Members

- A. Based on the number of members within the region as defined in this section, each region shall be allocated;
- (1) a number of Board seats;
 - (2) a maximum number of Board members allowed from an individual state; and
 - (3) the minimum number of Board seats which shall be filled by persons of color.

The paid NOW membership on national records as of January 1 of the year in which the election of Board members is held shall be used to determine allocation of the Board seats.

1. Regions with 12,500 members or fewer shall be allocated three Board seats; no more than two Board members may come from any one state; a minimum of one Board seat shall be filled by a person of color.
2. Regions with at least 12,501 members and fewer than 25,001 members shall be allocated four Board seats; no more than two Board members may come from any one state; a minimum of one Board seat shall be filled by a person of color.

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3. Regions with at least 25,001 members and fewer than 37,501 members shall be allocated five Board seats; no more than three Board members may come from only one state; except that no more than four shall be from the state of California; a minimum of two Board seats shall be filled by persons of color.
4. Regions with at least 37,501 members shall be allocated six Board seats; no more than four Board members may come from any one state; a minimum of two Board seats shall be filled by persons of color.

AFFIRMATIVE ACTION FOR NOW CHAPTERS

1992

WHEREAS, the National Organization for Women is committed to dismantling racism within ourselves and our organization and throughout society, and

WHEREAS, chartered NOW chapters are required to have affirmative action plans, and

WHEREAS, NOW has previously passed resolutions calling for sensitivity training on appreciating racial and cultural diversity for all levels of NOW leadership and general membership, and

WHEREAS, "Women of All Colors" in Washington, DC has begun planning for a 1993 National March on Washington for civil rights to be organized by women,

THEREFORE BE IT RESOLVED, that NOW begin immediate implementation of its existing resolutions, and

BE IT FURTHER RESOLVED, that the leadership of each NOW subunit create commissions to do the following:

- 1) Review the census data and other applicable materials to determine the racial and cultural demographics of the area which it serves.
- 2) Set specific goals and timely deadlines.
- 3) Develop a plan to achieve membership reflecting its demographics, and that NOW's Director of Racial and Ethnic Diversity shall work with subunits in the data review, in setting up goals and time deadlines.

BE IT FURTHER RESOLVED, that all NOW subunits shall submit written reports to the National office by April 15, 1993, documenting their plans and efforts to achieve sensitivity training, affirmative action and representative membership, which shall be published by the time of the 1993 National Conference, and

BE IT FURTHER RESOLVED, that NOW officially endorse the "Women of All Colors" 1993 March and that NOW send a representative to the planning committee for the march.

RACIAL AND ETHNIC DIVERSITY

12/91

WHEREAS, NOW is committed to building a multicultural organization, and

WHEREAS, organizational structure is important to advance this goal, and

WHEREAS, NOW has already passed two resolutions mandating diversity to assist in dismantling of racism for all NOW entities, and

WHEREAS, the Affirmative Action and Racial Diversity CIC committees call upon this board to direct the implementation of said resolutions;

THEREFORE BE IT RESOLVED, that NOW:

- 1) Hire an outside consultant with expertise in organizational development, with particular focus on multiculturalism, to work with the search committee and executive committee to create a proposal by the next board meeting,
 - a) for organizational development, and

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- b) long-term strategic planning to promote multiculturalism and assist in the dismantling of racism within NOW and that the consultant present their findings and recommendations at the April board meeting.
- 2) That a search committee be formed to hire this consultant, made up of Patricia Ireland, Karen Johnson, Olga Vives, Kathy Wilson, Beverly Deal and three board members with support from Lesbian Rights and Racial Diversity staff people.
- 3) Conduct racial/ethnic diversity training for (a) the National Office to be completed by the February board meeting and (b) for the National Board within one year, with input from the Affirmative Action Committee and the CIC on Racial Diversity.

PLURALISM TRAINING

11/90

Moved that,

- (1) NOW office staff and officers participate in a pluralism workshop or training before July 4, 1991;
- (2) The National NOW Board, national officers, and the conference implementation committee participate in a pluralism workshop or training at the April 1991 Board meeting;
- (3) An issue of the NNT in the second half of 1991 be dedicated to dealing with pluralism issues and thereby set the tone for the 1992 National NOW Conference.

12/89

Moved that in order to assist the CIC Committee on Racism in its work on the issue of racism, we include on the membership form a designation that would allow each member by their own choice to self-identify their race.

10/87

WHEREAS, 25% of our National Board are women of color and NOW has established a herstory of affirmative action which represents a commitment to Women of Color; and

WHEREAS, NOW members and non-members are not aware of this policy and NOW is still perceived as a White middle class organization; and

WHEREAS, the 1987 National Conference adopted bylaws stating that sub-units shall have an affirmative action plan aimed at increasing diversity of participation at all levels of NOW.

THEREFORE BE IT RESOLVED, that the National Board adopt the following, in order to begin implementing this bylaw:

- a) Establish a data base to identify people of color within the membership.
- b) National NOW provide leadership training on an annual basis which includes people of color/affirmative action/racism and cultural awareness.
- c) States and chapters offer an annual program on people of color/affirmative action/racism and cultural awareness.
- d) The National affirmative action officer gather and disseminate information on successful affirmative actions of chapters/states to the NOW leadership.
- e) The State Coordinators Caucus be requested to include in its annual meeting agenda affirmative action plan implementation, provided that if funding is provided by National NOW to the State Coordinators Caucus, then this agenda item shall be included, and that funds be allotted for not more than eight CIC Committee to Combat Racism members and Women of Color on the National Board to participate in this agenda item.
- f) National officers shall take affirmative action on hiring people of color on the National staff in

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- management as well as clerical positions.
- g) Affirmative actions for people of color responsibilities be part of the delineated responsibilities of a designated chapter/state officer.

6/86

Moved to send affirmative action bylaw report from the Committee to Combat Racism to the Conference. The report of the committee is as follows:

The Committee acknowledges the positive impact that the affirmative action bylaw has had on increasing the percentage of people of color serving at leadership level positions in NOW, especially in Regional Board positions. However, in the Committee's view, this is a beginning point for affirmative action in NOW, and should be expanded to include affirmative action at the state and chapter levels. Furthermore, the Committee's position is that any bylaw change regarding affirmative action cannot reduce the percentage of people of color presently mandated under the National Bylaws.

Recognizing that there are some concerns and some need for clarity regarding the affirmative action bylaw, the Committee makes the following recommendations:

1. Affirmative action plans should be developed at all levels of NOW, including state and chapter. Such plans should be incorporated into state and chapter bylaws/procedures. The National Bylaws Committee should develop an amendment to the National Bylaws directing states and chapters to include affirmative action in state and chapter bylaws/procedures.
2. NOW's affirmative action plan on hiring practices, which includes definitions of specific people of color groups, should be used as a guideline in development of affirmative action plans at all levels of the organization.
3. The present affirmative action bylaw should be used as a beginning point for election of numbers of people of color to the Regional/National Board. There should be no exceptions made for people of color regarding length of membership, election procedures, or other existing rules, which must be adhered to in determining eligibility to stand for election or serve in a leadership position in NOW. The Committee objects to tokenism and strongly supports the need for persons to develop leadership through grassroots activism in NOW, including people of color.
4. The Committee work with the National Bylaws Committee in addressing any necessary changes and clarifications to be made in preferential balloting in election of people of color to leadership positions at the Regional/National level.
5. The Committee work with the National Bylaws Committee, regional, state, and local chapters in addressing and developing changes over the next year. And that the Committee be included in any Bylaw process at the National level which will impact on or amend the present affirmative action bylaw.

2/86

The D.C. Canvass shall be directed toward minority outreach.

AFFIRMATIVE ACTION POLICY

Adopted February 12, 1985

Amended July 18, 1985

STATEMENT: The National Organization for Women in its purpose calls for action to bring women into full participation in the mainstream of American society now, exercising all privileges and responsibilities thereof

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in truly equal partnership with men. This purpose includes, but is not limited to, equal rights and responsibilities in all aspects of life, and it includes freedom from discrimination because of race, ethnic origin, age, marital status, sexual preference/orientation, or parenthood. In its daily operation, it must persistently implement these goals.

The Affirmative Action program is a social necessity for the elimination of racism and discrimination and is implemented by NOW in order to comply with the principles of the following statutes:

1. The Equal Pay Act of 1962, as amended, and the Equal Pay Act of 1963, as amended in 1974;
2. Title VI and Title VII of the Civil Rights Act of 1964;
3. The Age Discrimination in Employment Act of 1967, as amended;
4. The Rehabilitation Act of 1973, as amended;
5. The Vietnam Era Veteran's Readjustment Assistance Act of 1974; and,
6. Any existing pay equity legislation which may apply.

Equal employment opportunity and affirmative action will be applied in every aspect of the organization regardless of race, color, religion, sex, handicap, age, sexual preference/ orientation, national origin or any other non-performance standards.

IMPLEMENTATION:

The Vice President-Executive is appointed the Affirmative Action Officer and is responsible for the development and implementation of the Affirmative Action Policy in conjunction with the Executive Committee. The duties of the Affirmative Action Officer are as follows:

1. Develop a comprehensive Affirmative Action program, the results of which are measurable.
2. Assisting the officers in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve those goals.
3. Designing, implementing, and monitoring internal audit and reporting systems to measure Affirmative Action program effectiveness and to determine where progress has been made and where further action is needed and ensuring action is taken.
4. Reporting, at least once each calendar quarter, to the Executive Committee on progress of each unit in relation to organizational goals.
5. Ensuring that current legal information affecting affirmative action is disseminated to the other officers.
6. Progress reports will be made a minimum of twice a year to the Board of Directors. This report will include the analysis of present status, statement of problems and goals, and a plan to implement these goals including timeliness and ongoing review.

The implementation of the Affirmative Action Policy shall include the development of specific procedures for implementation.

Implementation shall be used in the following:

1. All personnel transactions.
2. Contracting for services purchased by the organization.
3. Selection of C.I.C. members.

ACTION PLAN TO ACHIEVE GOALS

RECRUITMENT: (Staff):

1. Officers will search for potential applicants within the applicable communities.
2. Notice will be sent to organizations representing these communities and ads will be placed in

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- national/local publications which address these groups.
3. Special placement programs for minorities will be contacted as well as special placement programs for the disabled/handicapped.

SELECTION: (Staff):

1. The National Officers will adhere to NOW's Affirmative Action goals when making a final selection.
2. All supervisory performance standards will include a measurable standard outlining expectations in the area of affirmative action. Each supervisor is responsible for taking necessary steps to ensure that affirmative action is being carried out in their programs.

SELECTION (C.I.C.S):

1. The National Officers and National Board will ensure that each committee have at least one minority person on it.

CONTRACTING FOR SERVICES:

Officers will identify minority contractors/businesses, women-owned businesses to bid on all services and goods needed by the organization in compliance with the National Board resolution adopted in July, 1977.

GOALS:

1. Staff: Hiring goals shall be developed using current regional MSA statistics and shall be reviewed a minimum of once every two years. Promotion goals shall be developed and reviewed on a yearly basis.
2. Suppliers: A minimum of 25% of all goods and services shall be purchased from women-owned and minority-owned businesses.
3. C.I.C.s: Every Conference Implementation Committee shall have at least one minority person on it.
4. For the purposes of affirmative action, any one individual may be counted on only one C.I.C. at any given time.

See "Committees" 12/79

5/79

The following agreement was adopted:

The National Organization for Women (hereafter referred to as NOW) hereby designates the Schlesinger Library, Radcliffe College (hereafter referred to as the Library) as the official repository for the archives of its national office, its officers, Board of Directors, task forces and national committees. NOW agrees to give to the Library non-current records, including minutes, reports correspondence, files, and other material about or produced by NOW and deemed worthy of preservation; in addition, the national office and the task forces will send to the Library their newsletter as issued and will encourage all chapters to do the same.

The Library agrees to preserve these records as long as it is consistent with sound principles of scholarship and archival management. The Library agrees that the papers donated will be restricted to those researchers who first obtain written permission of the NOW Executive Committee.

The current or previous leadership of NOW, including National Officers, National Members of the NOW Board of Directors, and State Coordinators will be granted access to Open and Restricted NOW papers.

Confidential records, as identified by the NOW Executive Committee or deemed to be Confidential by the Library staff, will be closed for a period of 20 years from the time they are received by the Library. At the end of the 20 years, the Executive Committee may review these Confidential records and may either open the records for research or close them for an additional period.

Should the NOW Executive Committee be unable to review the papers, or should NOW cease to exist, confidential records will be reviewed by the Library's Director and Curator of Manuscripts. Confidential records received prior to January 1, 1979 will be opened January 1, 1999.

NOW retains its copyright on its own records; however, it authorizes the Director of the Schlesinger Library to give permission to publish from these records short quotations, not exceeding 250 words in any one publication. Extensive quotations may only be made with the express permission of the NOW Executive Committee.

Copies of documents in open files may be provided to researchers for their personal use upon request. The Library may make copies of open documents, upon request, for deposit in other institutions.

NOW papers shall be categorized as;

- 1) Open,
- 2) Restricted,
- 3) Confidential (Closed).

The NOW Executive Committee shall designate papers for these categories. Open files shall consist of NOW publications (newsletters, pamphlets, position papers, leaflets, newspaper

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clippings, etc.) generally available to the public.

In addition, general correspondence, letters asking for information, etc., shall be classified as Open. All other papers will be classified as Restricted or Confidential (Closed).

Membership records shall be Closed for a period of 50 years.

Inappropriate or duplicate material may be sent to other libraries or disposed of in any other appropriate way by the Library.

Article VI. Officers

[Excerpted from National Bylaws, 7/93]

Section 5. Elections

One of the proposed officer tickets shall be elected by a majority vote of the duly credentialed delegates present whose preferences are counted in the final tally at the National Conference. If there are more than two officer tickets nominated preferential voting shall be used, and balloting shall be conducted according to the parliamentary authority prescribed in these bylaws.

1/90

Moved that the Supplement to the Method for Counting Preferential Ballots be retained but that it be renamed "Supplement to the Method for Counting Preferential Ballots for Regions Electing Three or Four National Board Members". (See policy adopted 2/79).

1/90

Moved the adoption of the Supplement to the Method for Counting Preferential Ballots for regions Five or Six National Board Members.

**SUPPLEMENT TO THE "METHOD FOR COUNTING
PREFERENTIAL BALLOTS" -- FOR REGIONS
ELECTING FIVE OR SIX NATIONAL BOARD MEMBERS**

In 1989 the national NOW bylaws were amended to provide for the election of National Board members based on the number of NOW member per region (Article VII, Section 4, B). Under this amended bylaw, some NOW regions will, for the first time, be eligible to elect five or six National Board members.

The "Method For Counting Preferential Ballots" is hereby supplemented to provide uniform instructions to these "five" and "six" Board member regions for counting preferential ballots under amended bylaws.

Note: that the original "Method for Counting Preferential Ballots" and the "Supplement To The - Method For Counting Preferential Ballots -- For Regions Electing Three Or Four National Board Members" are still in effect. This supplement applies only to regions electing five or six National Board members.

**SOME PRINCIPLES UPON WHICH THE AMENDED
PROCEDURES ARE BASED**

1. Whenever possible [while still complying with the "maximum three or four Board members from one state" and the "minimum of two Board seats to be filled by persons of color" provisions] the candidates receiving the highest number of votes and achieving the required majority are to be elected.
2. If there are no candidates who are persons of color, the region shall elect two less than its full complement of Board members and the unfilled seats shall be considered to be vacant until such time, if any, as the seats are filled with persons of color in accordance with the vacancy procedures specified in the national NOW bylaws (Article XII, Section 3.)

If only one of the two minimum Board seats allocated to persons of color is filled via the election procedure, the region shall elect one less than its full complement of Board members and the unfilled seat shall be considered to be vacant until such time, if any, as the seat is filled with a person of color in accordance with the

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vacancy procedures specified in the national NOW bylaws (Article XII, Section 3.)

3. There is, of course, no maximum number of persons of color who can be elected. The affirmative action provisions of the national NOW bylaws simply establish a minimum number of Board seats that must be filled by persons of color.

So long as the "maximum number per state" restrictions are complied with and all persons are elected by the required majority vote, regions may elect up to five (or six) persons of color. The requirement that a minimum number of Board seats be filled by persons of color does not imply that there is such a thing as a "person of color" seat (or seats) nor shall there be a separate and distinct election for candidates who are persons of color.

4. To ensure that preferential balloting is implemented correctly, it is essential that balloting procedure be rigorously adhered to. Elections Committees should be familiar with the "Method For Counting Preferential Ballots." They should never attempt to short-cut the process, "guess ahead" or otherwise deviate from the basic procedures outlined in the "Method For Counting Preferential Ballots."

The required method specifies, for example, that the first step in the counting procedure for each Board seat is to return the ballots to a single pile. In other words, the first step for counting each Board seat is to "start all over again."

The ballots are then distributed anew into piles for "1st" preferences. Then the ballots of candidates who are already elected are redistributed for "2nd" (or successive) preferences. Then the ballots of candidates who are ineligible, if any, for the particular seat (due to maximum number per state restriction or minimum number of seats to be filled by persons of color) are redistributed for "2nd" or (successive) preferences.

The result is the first tally for the particular seat. It may yield a majority for an individual eligible candidate. If it does not, the preferential redistribution of ballots takes effect: the candidate with the smallest number of ballots in her/his pile is eliminated and that candidate's ballots are redistributed for next eligible preference. This procedure is followed until a candidate secures the required majority for election.

The "Method For Counting Preferential Ballots" also provides for the "elimination" (during the counting for any individual seat) of those ballots that cannot be redistributed because full preferences have not been cast.

If a ballot cannot be placed in any candidate's pile because no further eligible preferences have been indicated, that ballot is set aside (for the count of that seat). As a result the total number of ballots cast is correspondingly lowered as is the number of ballots required for a majority.

5. In accordance with Roberts Rules of Order, Newly Revised, "if at any point two or more candidates... are tied for the least popular position, the ballots in their piles are redistributed in a single step, all of the tied names treated as being eliminated.

In the event of a tie in the winning position -- which would imply that the elimination process is continued until the ballots are reduced to two or more equal piles -- the election should be resolved in favor of the candidate... that was strongest in terms of first choices (by referring to the record of the first distribution)."

NOTE: The procedures which follow for regions electing five or six Board members contain a great deal of detail, but no procedures of this kind can be guaranteed to anticipate every single situation which can occur.

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In the event that an Elections Committee discovers at a later point in the tallying process that it should have declared one or more candidates ineligible for a particular seat or seats in order to comply with the affirmative action requirements or the maximum number per state restrictions, the Elections Committee should:

- Go back to the count for that seat
- Re-count the seat
- And then re-count the ballots for all subsequent seats.

The only way to ensure accurate election results is to re-perform the affected count and the counts for all subsequent seats.

PROCEDURES FOR REGIONS ELECTING FIVE BOARD MEMBERS *¹

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Member are counted first.)
- II. Count the ballots for the second Board seat.
 - A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the candidate elected to the first seat is not a person of color,
AND IF the candidates who are persons of color all come from the same state as the person who was elected to the first Board seat,
AND IF there is more than one candidate who is a person of color,
THEN the only candidates eligible for election to the second Board seat are:
 - Candidates from a different stateAND
 - The candidates from the state who are persons of color.
- III. Count the ballots for the third Board seat.
 - A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF both of the candidates elected to the first and second seats come from the same state,
AND IF one or none of the candidates elected to fill the first and second seats is a person of color,
AND IF there is at least one remaining candidate who is a person of color and who is from the same state as the persons elected to the first and second seats
AND IF there is an insufficient ² number of candidates who are persons of

¹ * This procedure does not apply to the Southwest Region which has a different "maximum number per state" provision. See "Procedure For the Southwest Region" which follows.

² "Insufficient" means that the minimum affirmative action requirement (at least two persons of color out of the five total Board seats for the region) cannot be met (or, at a minimum, partially met) without electing one (or one additional, if one person of color has already been elected) person of color candidate from the same state as the two candidates already elected to the first two seats.

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color from states other than the state from which the already elected candidates come

THEN the only candidates eligible for election to the third Board seat are:

- Candidates from a state different than the state of the persons elected to the first and second seats,

AND

- Candidates who are persons of color.

IV. Count the ballots for the fourth Board seat.

A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.

B. IF the first three seats have been filled by persons who are not persons of color, THEN only those candidates who are persons of color are eligible for this seat.

C. IF the first three seats have been filled by persons from the same state, THEN only those candidates from different state are eligible to fill this seat.

D. IF two of the three persons elected to fill the first three seats are from the same state, AND IF one of the seats already filled has been filled with a person of color, AND IF there is at least one remaining candidate who is a person of color and who is from the same state as the persons elected to two out of the first three seats, AND IF there is an insufficient³ number of candidates who are persons of color from states other than the state from which three of the four already elected candidates come, THEN the only candidates eligible for election to the fourth seat are:

- Candidates who are persons of color,

AND

- Candidates from states other than the state from which two of the three already elected persons come.

V. Count the ballots for the fifth Board seat.

A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.

B. IF a minimum of two of the four seats already filled have not been filled with candidates who are persons of color, THEN the only eligible candidates for this seat are persons of color.

C. IF three of the four seats already filled have been filled by persons from the same state,

THEN the only eligible candidates for this seat are candidates from other states.

PROCEDURE FOR THE SOUTHWEST REGION (Five Board Members)

This procedure applies to the Southwest Region for those elections in which the Southwest Region is eligible to elect five National Board Members.

³"Insufficient" means that the minimum affirmative action requirement (at least two persons of color out of the five total Board seats for the region) cannot be met without electing one additional person of color candidate from the same state as the state from which two of the three already elected candidates come.

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For those elections when the Southwest Region is eligible to elect six National Board members, the Southwest Region will follow the count procedures for all regions which are eligible to elect six Board members.

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Member are counted first.)
- II. Count the ballots for the second Board set.
 - A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the person elected to the first seat is not from California,
AND IF there are only two candidates who are persons of color,
AND IF both of the candidates who are persons of color are from the same state as the person who was elected to the first seat,
THEN the only candidates eligible for election to the second seat are:
 - Candidates who are from a different state than the person elected to the first seat,AND
 - Candidates from the same state who are persons of color.
- III. Count the ballots for the third Board seat.
 - A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. If the persons elected to the first and second seats are both from California and neither is a person of color,
AND IF there are two or more candidates who are persons of color,
AND IF all the candidates who are persons of color are also from California,
THEN the only candidates eligible for election to the third seat are:
 - Candidates from states other than CaliforniaAND
 - Candidates from California who are persons of color.
- IV. Count the ballots for the fourth Board seat.
 - A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the first three Board seats have been filled with candidates who are not persons of color,
THEN the only candidates who are eligible for election to the fourth seat are candidates who are persons of color.
 - C. IF the candidates elected to the first, second and third Board seats are all from the same state and that state is not California,
THEN the only candidates eligible for election to the fourth seat are candidates from states other than the state from which the first three Board members came.
- V. Count the ballots for the fifth Board seat.
 - A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the candidates elected to the first four seats do not include a minimum of two candidates who are persons of color,
THEN the only candidates who are eligible for election to the fifth seat are persons of color.
 - C. IF all four of the candidates elected to fill first, second, third and fourth seats are from the state of California,

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THEN the only candidates who are eligible to fill the fifth seat are candidates who are from states other than California.

- D. IF three of the candidates elected to the first, second, third and fourth seats are from the same state and that state is not California,
THEN additional candidates from that same state are not eligible for election to the fifth Board seat.

PROCEDURE FOR REGIONS ELECTING SIX BOARD MEMBERS

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Members are counted first.)
- II. Count the ballots for the second Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- III. Count the ballots for the third Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- B. IF the candidates elected to the first and second Board seats both come from the same state,
AND IF the candidates elected to the first and second seats do not include a person of color,
AND IF the candidates who are persons of color all come from the same state as the persons elected to the first and second seats,
AND IF there are two or more candidates who are persons of color,
THEN the only candidates eligible for election to the third seat are:
- Candidates from a state different than the state of the persons elected to the first and second seats,
- AND
- Candidates who are persons of color.
- IV. Count the ballots for the fourth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- B. IF the candidates elected to the first, second and third Board seats all come from the same state,
AND IF one of those candidates elected to the first, second or third seats is a person of color,
AND IF the remaining candidates who are persons of color all come from that same state,
THEN the only candidates who are eligible for election to the fourth seat are:
- Candidates from a state different than the state of the persons elected to the first, second and third seats,
- AND
- Candidates who are persons of color.
- C. IF two of the candidates elected to the first, second and third Board seats come from the same state,
AND IF none of the persons elected to the first, second and third seats is a person of color,
AND IF there are at least two candidates who are persons of color,
AND IF all of the candidates who are persons of color come from the same state as the persons elected to two out of the first three seats,
THEN the only candidates eligible for election to the fourth seat are:

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- Candidates who are persons of color,
AND
 - Candidates from a different state than the state of the persons elected to two out of the first three seats.
- V. Count the ballots for the fifth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the first four Board seats have been filled with persons who are not persons of color, THEN the only candidates who are eligible for election to the fifth seat are candidates who are persons of color.
 - C. If the candidate elected to the first four seats are all from the same state, THEN additional candidates from that same state are not eligible for election to the fifth seat.
 - D. IF three of the four persons elected to fill the first four seats are from the same state, AND IF none or one of the seats already filled have been filled with persons of color, AND IF there is an insufficient ⁴ number of candidates who are persons of color from states other than the state from which three of the four already elected candidates come, THEN the only candidates eligible for election to the fifth seat are:
 - Candidates who are persons of color,
AND
 - Candidates from states other than the state from which three of the four already elected persons come.
- VI. Count the ballots for the sixth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the candidates elected to the first five seats do not include a minimum of two candidates who are persons of color, THEN the only candidates who are eligible for election to the sixth seat are candidates who are persons of color.
 - C. IF four of the candidates elected to fill the first five seats are from the same state, THEN additional candidates from that same state are not eligible for election to the sixth seat.

1/90

Moved the adoption of the following procedure: that the Regional Director in each region advise the National Bylaws Chair of the name, address, and telephone number(s) of the region's Elections Chair at least one month prior to the region's conference. The Bylaws Chair shall send the following materials to each Elections Chair:

Method for counting preferential ballots, the supplement detailing procedures for regions electing three or four National Board members, the supplement detailing procedures for regions electing five or six National Board members, and the minimum standards for Regional elections.

The Bylaws Chair shall review these procedures by telephone with each Elections Chair prior to the

⁴ "Insufficient" means that the minimum affirmative action requirement (at least two persons of color out of the six total Board seats for the region) cannot be met (or, at a minimum, partially met) without electing one (or one additional if one person of color has already been elected) person of color candidate from the same state as the state from which three of the four already elected candidates come.

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conference and shall be "on call" for assistance by phone, if necessary, during the elections counts.

1/90

Moved that if within 21 days prior to a Regional Conference (for those regions whose number of Board Members has changed), the Regional Director determines that the counting procedure for the elections will be difficult, the National Bylaws Chair (or another preferential counting "expert") be funded to travel to the conference to oversee the election and insure that the counting is fair and accurate.

2/87

Moved that an independent CPA firm obtain, on NOW's behalf, a lock box for receipt of the postal ballots, that the firm pick up the ballots and deliver them to the National Action Center for counting by the Bylaws Postal Ballot Committee in front of the CPA firm and one designated observer from each side of each postal ballot question, and that the CPA firm certify the results of the ballot. See also Bylaws.

7/86

Moved that prior to any regional election, the Regional Director and the Conference Coordinator must be notified by the National Secretary that ballots must be secured and kept until after the Board members elected are seated at their first Board meeting.

2/79

Moved that we require those regions which use preferential balloting in election of Regional Board members to use the Sogg method for counting the ballots. The following method was adopted:

REQUIRED METHOD FOR COUNTING PREFERENTIAL BALLOTS

INTRODUCTION:

The following method for counting preferential ballots applies whether your region is electing two or three Board Members. If your Region also elects a Regional Director at the same time, the method of counting will remain the same.

LAYOUT OF BALLOT AND INSTRUCTIONS TO VOTERS:

1. The ballot should list all the candidates in a column with a space to mark one's preference preceding the name.

Example:

_____ Mary Jones
_____ Sally Smith
_____ Jane Doe
_____ Betty Brown

2. Voters should be instructed to vote for each candidate in order of their preference by placing an Arabic number on the line next to the name indicating the voter's first, second, third and fourth choices. Voters should be reminded to place a preference number next to each name.

Only one candidate should be marked #1, only one candidate should be marked #2, etc. In order to clarify the voting method, it might be explained to the voter that she/he is to look at the entire list of candidates and determine which candidate is her/his first choice.

The voter would then put a #1 next to that name. She/he would then select from the

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remaining candidates her/his second choice and put a #2 next to that name. She/he would continue this process until there is a number next to each name.

Example:

<u>4</u>	Mary Jones
<u>1</u>	Sally Smith
<u>3</u>	Jane Doe
<u>2</u>	Betty Brown

COUNTING THE BALLOTS TO ELECT THE FIRST BOARD MEMBER:

1. When the polls have closed, all of the ballots are assembled into a single pile.
2. The counter looks only at the 1st preference indicated on each ballot and places the ballots in individual piles according to the 1st choices.
3. The 1st preference votes are then counted and the number of 1st preferences recorded for each candidate.

Example:

1st Count

Jones	30
Smith	60
Doe	50
Brown	20

4. As you can see from the above example, there were 160 votes cast. Therefore, a candidate would need 81 votes in order to achieve a majority and be elected. If one of the candidates had received 81 votes, she/he would be elected and the counter would proceed to the instructions for counting the ballots to elect the second Board Member.

Since, in the above example, no candidate received a majority of the preferences counted, the ballots for the candidate receiving the fewest number of 1st choice votes are redistributed according to the 2nd choices on those ballots.

The counter, therefore, picks up Brown's ballots and places them in the piles of the remaining candidates according to the second choices in the Brown ballots.

If a voter has not indicated a second choice, her/his ballot is set aside and not counted in this or subsequent rounds for the 1st seat. When counting starts for the second seat, this ballot would be put back and counted so long as there are valid preferences indicated.

5. The piles of ballots, after this redistribution of Brown's pile, are then again counted and the results recorded.

Example:

	1st Count	2nd Count
Jones	30	40
Smith	60	64
Doe	50	55
Brown	20	--

Note: In the distribution of Brown's ballots, one voter did not indicate a 2nd choice. That ballot was therefore not counted.

6. Because the number of ballots cast in this round is 159, 80 votes are now needed to achieve a

BALLOTING

majority of the preferences counted and be elected.

Since no candidate has received a majority of the preferences counted in this round, the pile of ballots of the remaining candidate with the fewest number of 1st choice (and 2nd choices, since some of Brown's 2nd choice ballots are now in each remaining candidate's pile are redistributed in the same manner as just done with Brown's pile.

According to the above example, Jones' ballots would be redistributed. Jones' pile is picked up and each ballot is placed in the pile of the remaining candidates according to the voter's second choice (if the first choice was Jones).

If a ballot indicates Jones as a first choice and Brown as a second choice that ballot would be redistributed according to the third choice, since Brown was eliminated as a candidate on the 1st Round of counting.

Example:	1st Count	2nd Count	3rd Count
Jones	30	40	--
Smith	60	64	70
Doe	50	55	89
Brown	20	--	--

7. Since Doe received a majority of the preferences cast in the final tally (89 out of 159 preferences) she is declared a winner of one of the Board seats.

COUNTING THE BALLOTS TO ELECT THE SECOND BOARD MEMBER:

1. All of the ballots are picked up and put in a single pile. Since Doe has been elected, she is no longer a candidate. Her name must therefore be eliminated in the counting for the second seat.

ALL of the ballots are now placed in piles for the remaining candidates according to the 1st preferences indicated, except that Doe's 1st choice ballots will be distributed according to the 2nd choices, since Doe is no longer a candidate.

Example:

	1st Count
Jones	35
Smith	70
Brown	55

2. As can be seen from the above example, no candidate got a majority of the preferences cast. It is therefore necessary to redistribute the ballots of that candidate who got the least number of votes (in this case, Jones). This is done in the same manner as before.

That is, Jones' 1st place ballots are redistributed to the 2nd choice (if the 2nd choices were for Doe, those ballots would be distributed to her third choice, since Doe is no longer a candidate). Those ballots in Jones' 1st count pile which listed Doe as 1st and Jones as 2nd choice will be redistributed according to the third choice indicated.

Example:

	1st Count	2nd Count
Jones	35	--
Smith	70	78
Brown	55	82

3. As can be seen from the above example, Brown has received a majority of the preferences

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counted in the final round and is therefore the winner of the second Board Seat.

COUNTING THE BALLOTS IF YOUR REGION IS TO ELECT THREE BOARD MEMBERS

Note: In those Regions which have three Board Members, the National Bylaws specify that no more than two of the Board Members may come from the same state.

1. If the two Board Members elected according to the method above-described come from different states, you are in compliance with the Bylaws requirement. You would, therefore, count the ballots in the same manner as was done to elect the first and second Board Members.

Remember that ALL ballots are to be counted, eliminating from the preferences those votes for Doe and Brown. If a ballot has indicated Doe as a first preference and Brown as a second preference, then on the first round of counting that ballot will be distributed according to the third preference indicated.

In the example given above, since there are only four candidates it is clear that one of the two remaining candidates will have a majority of the preferences tallied on the first count. Had there been five candidates it is possible that no candidate on this count would receive a majority of the preferences cast in this tally.

If this were to occur, then the ballots of the candidate receiving the fewest votes would be redistributed according to the next preference cast for a remaining eligible candidate.

2. If the two Board Members elected according to the method above-described come from the same state, then the next Board member must come from a different state. Therefore, all candidates who come from the state from which the already elected Board Members come must be eliminated.

The counting would therefore proceed by first distributing the ballots according to the highest preference indicated for the remaining eligible candidates. ALL ballots are to be distributed according to the highest ranking of the eligible candidates.

Counting would continue by redistributing the ballots cast for the lowest vote-getting candidate to the next eligible preference indicated. Remember that if a ballot fails to indicate all preferences, that ballot will no longer be counted when there is no longer a preference indicated for an eligible candidate.

When this happens, the majority necessary to elect will change since election is determined by a majority of the preferences tallied in the final count.

SUPPLEMENT TO THE "METHOD FOR COUNTING PREFERENTIAL BALLOTS"

Subsequent to the adoption of the "Method of Counting Preferential Ballots," an amendment was adopted to the National NOW Bylaws providing that "in each region one or more seats shall be filled by a minority person" and increasing the number of potential National Board members in each region by one (1).

The "Method for Counting Preferential Ballots" is hereby supplemented to provide uniform instructions to the regions for counting preferential ballots under the amended bylaws.

SOME PRINCIPLES UPON WHICH THE AMENDED PROCEDURES ARE BASED

1. Whenever possible [while still complying with the "maximum two (2) from one (1) state" and "minimum one (1) minority" provisions], the candidates receiving the highest number of votes and achieving the required majority are to be elected.
2. If there are no minority candidates, the region shall elect one (1) less than its full complement of Board members and the unfilled seat shall be considered to be vacant until such time, if any, as the seat is filled in accordance with the vacancy procedures specified in the national bylaws.
3. If there is one (or more) minority candidate(s), at least one minority person shall be elected assuming that the minority candidate receives the required majority through preferential distribution to eligible candidates; to do otherwise would be to deny the region its full representation on the Board.

For example, if there is only one (1) minority candidate and s/he is the third highest "vote getter" and the first and second highest "vote getters" are non-minority candidates from the same state as the minority candidate, the second highest "vote getter" must be declared ineligible (based on the "two per state" restriction) and the ballots redistributed accordingly in order to allow for the election of the minority candidate; if this were not done, the sole minority candidate could not be elected because of the "two per state" maximum and the region could not therefore be fully represented on the Board.

There is, of course, no maximum number of minority persons who can be elected, and a region may elect one (1), two (2), or three (3) [or four (4)] minority persons so long as the "two (2) per state" restriction is complied with and all persons are elected by the required majority vote. Similarly, the requirement of a minimum of one (1) minority Board member per region does not imply that there is such a thing as a "minority seat" nor shall there be a separate and distinct election for minority candidates.

**SUPPLEMENTARY PROCEDURES TO THE METHOD FOR COUNTING
PREFERENTIAL BALLOTS:**

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Member are counted first.)
- II. Count the ballots for the second Board seat.
 - A. IF there is only one (1) minority candidate and s/he is not the candidate "elected" to the first or second seat
AND IF the candidates "elected" to the first and second seats are from the same state and the sole minority candidate is from that same state
THEN declare the candidate who would otherwise have been "elected" to the second seat ineligible (based on the "two per state" maximum) and redistribute the ballots accordingly.

This may result in the election of the minority candidate to the second seat or in the election of another candidate. A candidate other than the minority candidate is eligible to be elected to the second seat unless s/he too is from the same state (in which case s/he too would be declared ineligible).

- B. IF there are two (2) or more minority candidates
AND IF the candidates "elected" to the first and second seats are from the same state and neither is a minority person

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AND IF at least one (1) of the minority candidates is from a state different than the candidates "elected" to the first and second seats

THEN declare the two candidates from the same state to be elected to the first and second seats. Any subsequent candidates from that same state (including minority candidates) would be ineligible for election and their ballots would be redistributed accordingly.

III. Count the ballots for the third Board seat.

A. IF the region is entitled to only three (3) Board seats

AND IF a minority person has not been elected to at least one of the first two seats

THEN all candidates who are not minority candidates are considered ineligible for this third seat and their ballots are redistributed accordingly.

If there is not a minority candidate, this seat cannot be filled and remains vacant.

IV. If a region is eligible to elect four (4) Board members, it follows the procedures outlined in III above for the election of its fourth and final seat.

V. In all cases above where preferential redistribution of ballots is referred to, the redistribution shall be done in accordance with the "Method for Counting Preferential Ballots" previously adopted.

This required method specifies, for example, that the first step in the counting procedure for each seat is to return the ballots to a single pile; distribute as to first preferences; and then (in the case of the second or succeeding seats), redistribute as to second (or appropriate successive) preferences the ballots of those candidates already elected and/or those candidates declared ineligible because of the "two per state" maximum.

The required procedure also provides for the "elimination" (during the counting for any individual seat) of those ballots that cannot be redistributed (because full preferences are not cast) and the resulting lowering of both the number of ballots cast and the number required for a majority.

Article IX. Finance

[Excerpted from the National Bylaws, 7/93]

Section 1. Fiscal Year

The fiscal year shall begin January 1 and end December 31.

Section 2. Dues

- A. Annual dues shall be paid on the anniversary date of the day on which the member joined. The amount of dues shall be set by a two-thirds vote of the Board, which shall establish regular and hardship dues. Any member whose dues are in arrears for one month following the anniversary date on which the membership was first recorded in the national records shall be dropped from membership rolls one month after the mailing of a warning notice that the membership has become delinquent.
- B. Chapter members shall pay annual dues to the chapter Treasurer, who shall be responsible for forwarding state and national portions to the appropriate units at least monthly. At-large members shall pay annual dues to the national Treasurer, who shall be responsible for rebating the state portion to the appropriate state organization at least quarterly.
- C. Notwithstanding the above, if the majority of chapters in a state concur, dues for any or all units of NOW may be collected by the state organization and forwarded to the appropriate unit at least monthly.
- D. The membership of persons who remit national dues during a National Conference shall take effect upon adjournment of the Conference.

Section 3. National Budget

The Finance and Budget Committee shall prepare a proposed line-item budget for the fiscal year. The budget, after having been published in an every-member NOW publication, shall be approved by a majority vote of the members of the Board present and voting at a meeting preceding the commencement of the fiscal year on Jan.1.

Review and revision of the budget may occur at any regular or special meeting of the Board by a majority vote of those present and voting, with subsequent notification to the membership indicating a summary of the revision and current financial experience to date.

Section 4. Audit

The results of every audit shall be available to the members upon request.

12/95

Moved that the proposed budget be sent out to all board members three weeks prior to the last board meeting of the year and that at the September board meeting there be training on the budget and the budget process.

12/95

Moved that a solid proposal for reducing the deficit over a five-year term come from either the Budget Committee and/or the Executive Committee.

12/89

Moved that the National Organization for Women build or purchase, or if appropriate recommend that the NOW Foundation build or purchase, a building in the Washington, DC area to serve as NOW's permanent national headquarters and Action Center. We further move that by January of 1990, we begin the formulation of a five year plan for a capital campaign to raise money for the purpose of buying such a building. We further move that an ad hoc task force of officers and board members be appointed and charged with the responsibility of laying out a long range plan for the campaign, and to present the plan to the Board at its next meeting. We recommend that this campaign be built around the theme of NOW's 25th Anniversary.

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3/89

Moved that prior to presentation of and consideration of 1990 Budget, NOW's finance director prepare a five year report of NOW's consolidated Results of Operations for years 1985-1989 inclusive and a graph and/or report showing percentage of total income and total expense for each line item.

1/89

Moved that all contributors of over \$10 shall be listed as members unless they specifically state that they do not wish to be members. Official membership figures shall include these contributors.

4/88

Moved that the cost of regional conference credentialing and registration lists not be charged against the regional communications line item, effective March 1988.

7/86

Moved that National Officers cannot lend their names to any fundraising activity without prior discussion with the Executive Committee.

5/86

The policy on states submitting budgets to the National Office in order to be eligible for state grants money is rescinded.

5/86

Spending previously authorized for referenda is temporarily frozen until the officers obtain legal advice on the tax, election and other legal implications.

2/86

There shall be a recruitment drive in the fall of 1986 to culminate with the 20th Anniversary of the founding of NOW in October.

2/86

The \$20,000 budgeted for the New York and New Jersey Lesbian Rights projects shall be evenly divided and each shall be funded at a rate of \$1,000 a month, beginning in March through the end of the fiscal year.

2/86

WHEREAS, the preservation of full reproductive rights for all women is a top priority of the National Organization for Women; and

WHEREAS, the states of Arkansas, Colorado, Oregon and Massachusetts have prepared detailed requests for financial and technical assistance from National NOW; and

WHEREAS, women's lives are literally on the line in these fights, since poor women are the targets of the referenda; and

WHEREAS, low income women face extraordinary barriers to organizing in support of their rights and must depend on steadfast and unrelenting advocacy for their rights from broad based organizations like NOW to reinforce their efforts; and

WHEREAS, preserving reproductive rights in the few states still funding abortions is both a tactic and commitment equal in importance to the Marches for Women's Lives; and

WHEREAS, the expenditures of early funds is absolutely critical to the success of our state level campaigns to save women's lives and stop the cancer-like spread of these anti-abortion referenda to amend state

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constitutions;

THEREFORE BE IT RESOLVED that funding for campaigns in these states facing abortion referenda be given priority for the issue funding in the action budget and that by March 15th, the states of Arkansas, Oregon, Colorado and Massachusetts receive \$2,000 per month through August, for a total of \$48,000, from the \$60,000 line item: Reproductive Rights: Chapter/State Emergencies.

11/85

The National Board of Directors shall be provided with an analysis of the cost of servicing members. This analysis shall be used to recalculate the dues amount remitted to National NOW for members recruited by the states and/or chapters.

11/85

For further assistance in evaluating chapter membership recruitment incentives, the cost of recruiting and servicing a member recruited by cold prospect direct mail, and canvassing insofar as is possible, shall be provided.

GENERAL CORPORATE RESOLUTION

11/85

I, _____, Secretary, of NATIONAL ORGANIZATION FOR WOMEN, a corporation organized and existing under the laws of the District of Columbia as a non-profit organization, hereby certify that at a meeting of the Board of Directors of the corporation duly called and held on November 23, 1985, at which a quorum was present and acting throughout, the following resolutions were adopted and are now in full forces and effect:

1. **"RESOLVED**, That an account or accounts be opened and maintained with DISTRICT OF COLUMBIA NATIONAL BANK, WASHINGTON (the "Bank"), subject to the Bank's present and future regulations, in which funds of this corporation may be deposited, subject to withdrawal or charge at any time upon instruments or orders for the payment of money when made, drawn or accepted by any two (2) of the following officers or employees of this corporation:

Ellen Sue Devaney, Treasurer/Eleanor Smeal, President/Kathy Webb, Secretary/Sheri O'Dell, Vice President Action/Lois Reckitt, Vice President Administrative that the Bank need not inquire into the circumstances of issuance of such instruments or orders or the disposition of proceeds, even if such instruments or orders are drawn or endorsed to the order of any person who made or accepted them or to bearer or cash or payable to the Bank or others for such person's account, that endorsement of deposited items or instruments may be made in writing or by stamp without designation of the person so endorsing, and that anyone affixing the corporation's endorsement may also waive demand, protest and notice of protest or dishonor."

2. **"RESOLVED**, That any two (2) of the following officers of this corporation:

Ellen Sue Devaney, Treasurer/Eleanor Smeal, President/ Kathy Webb, Secretary/ Sheri O'Dell, Vice President Action/Lois Reckitt, Vice President Administrative is/are authorized on behalf of this corporation to borrow money from time to time from the Bank, or to discount any assets with the Bank, or to lease any chattel or fixture property from the Bank, or to procure the issuance by the Bank of letters of credit for the account of this corporation, in such amounts and upon such terms as may be agreed to by the Bank, to guarantee unconditionally the debts of others to the Bank, to subordinate the repayment of obligations now or hereafter owing to this corporation, to pledge or otherwise encumber assets of this corporation, whether chattels, fixtures or real property, to secure liability of the corporation or of others to the Bank, and to sign and deliver any notes, agreements or other documents required by the Bank in connection with any of the above; that all past

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transactions of a nature set forth above are hereby ratified; and so long as any assets of this corporation are pledged or encumbered in favor of the Bank, the Bank shall have the right to inspect and audit, at reasonable times and intervals, the collateral pledged or encumbered and any records pertinent thereto."

3. **"RESOLVED,** That these resolutions shall remain in full force and effect and the Bank shall be fully protected in acting thereon until written notice of their change or revocation has been duly given to and received by the Bank, and the Bank is authorized to accept, and the Secretary of the corporation shall from time to time provide, his or her signed certificates of change of names of officers and other persons authorized to act hereunder on behalf of the corporation, which certificates shall become a part of this resolution."

I further certify that the adoption of the above resolutions is fully within the authority of the Board of Directors of this corporation and that no further corporate action, including no resolution or consent of the stockholders, is necessary for the efficacy of these resolutions.

I further certify that the names of officers of this corporation and any other persons authorized to act under these resolutions and their official signatures are as follows:

<u>Name</u>	<u>Office</u>	<u>Official Signature</u>
_____	President	_____
_____	Vice President-Exec.	_____
_____	Treasurer	_____
_____	Assistant Treasurer	_____
_____	Secretary	_____
_____	Assistant Secretary	_____
_____	Vice President-Action	_____

IN WITNESS WHEREOF, I have hereunto subscribed my name as Secretary and affixed the seal of the corporation this 25th day of November, 1985.

Secretary

I, _____, the President of the above named corporation, do hereby certify that _____ is the duly elected Secretary and is now acting in such capacity.

President

2/84

WHEREAS, the budget of this organization exceeds \$5,000,000;

WHEREAS, the National Board and officers have the responsibility to make fiscally sound decisions under extreme pressure of time and competing priorities; and

WHEREAS, accurate, complete and understandable data reported in a consistent format is critical to this process;

THEREFORE BE IT RESOLVED, that the Budget Committee be directed to review various budget report formats and that the budget be presented in a revised format at the next Board meeting that will better facilitate board analysis of fiscal trends (past and future), short and long range implications, projected financial status

BUDGET

(including debts incurred but not paid, assets projected but not collected) and comparison of expenditures by fixed and discretionary categories; and

BE IT FURTHER RESOLVED, that each Board Member, through a combination of self study and at least one group orientation session (possibly conducted by an independent organizational financial consultant) develop a working knowledge and understanding of the budget and budget process.

12/83

WHEREAS, the Board requested in July 1983 that it be provided with 'actual figures from one year ago on working sheet on budget [i.e. 1983 side by side for comparison purposes], and

WHEREAS, the Board requested in September, 1983 that it be provided with copies of the 1982 Budget at the December Board meeting, and

WHEREAS, it is difficult, if not impossible, to make informed decisions on major budget changes, particularly budget cuts which may be necessary, without having an adequate historical perspective,

THEREFORE BE IT RESOLVED, that the requested items be provided to the Board by mail, at least 30 days in advance of the next Board meeting, and

BE IT FURTHER RESOLVED that the itemization and cost breakdown of actual expense (not budget) for 1982 and 1983 be provided in the same time frame, in a columnar or "worksheet" format next to the 1984 proposed budget, so that substantial changes in individual expenditure items will be readily apparent, and

BE IT FURTHER RESOLVED, that the Board be provided with the 'Breakdown and background of direct mail statistics, gross and net figures, etc.' [which was requested in September, 1983, for the December Board meeting] no later than 15 days before the next National Board meeting; and

BE IT FURTHER RESOLVED, that the Board be provided with an itemization of all 1983 unpaid obligations which are to be satisfied out of 1984 income, at least 15 days before the next Board meeting.

12/83

The adopted budget, in a new format, is to be sent to the National Board members for consideration at least two weeks prior to their meeting.

12/83

In preparing a final budget for 1984 the Budget Committee will meet as often as needed and consider the following items:

1. New budget format
2. Priority spending policy and procedure
3. Procurement policy
4. Revised detailed fundraising plan
5. Review of all contractual obligations
6. Final income/expenditures for 1983 (as available).

9/83

A priority spending policy and procedure is to be drafted and presented at the December National Board meeting.

9/83

The Executive Committee shall present to the National NOW Board meeting in December, 1983 a detailed fundraising plan for 1984, which shall include a calendar of specific events, monetary goals, and costs, fundraising methods and attention to the involvement and obligations of National NOW and the states and chapters.

BUDGET

12/81

RESOLVED, that the National Organization for Women, Inc. (the "Corporation") is authorized to enter into, during 1981-1982 on behalf of the Corporation, borrowing agreements for such sums of money for such times and upon such commercial or preferred terms, pledging such assets real and personal belonging to said Corporation, as may seem advisable, and to endorse, assign and deliver for discount checks, notes, bills, certificates of deposit, contracts or other instruments owned or held by this Corporation, payable to it, or to which it is a party, and to execute notes and renewals thereof, extensions or agreements in the name of the Corporation for the repayment of any sum so borrowed and any mortgages or such other instruments as may be required to secure the repayment of the same. This resolution shall be in full force until further notice in writing to the lender, and the said lender shall not be required, in any case, to make inquiry respecting the authorization for any instrument executed pursuant to this resolution. This resolution is in accordance with the Chapter and Bylaws of this Corporation.

5/79

The Board authorizes the Executive Committee to request up to a \$2 million line of credit at a financial institution.

RESOLVED: That the National Organization for Women, Inc. is authorized to borrow, from time to time, on behalf of this Corporation, from the National Savings and Trust Company, Washington, D.C., such sums of money for such times and upon such terms pledging such assets real and personal belonging to said Corporation as may to her/him/them seem advisable, and to endorse and deliver for discount checks, notes bills, certificates of deposit or other instruments owned or held by this Corporation or payable to it and to execute notes and renewals thereof, extensions or agreements in the name of Corporation for the repayment of any sum so borrowed and any mortgages or such other instruments as may be required to secure the repayment of the same. This resolution to be in full force until further notice in writing to said National Savings and Trust Company, and the said bank shall not be required, in any case, to make inquiry respecting the application of any instrument executed in virtue of this resolution or of the proceeds therefrom, nor be under any obligation to see to the application of such instrument or proceeds. The above resolution is in agreement with the Charter and Bylaws of this Corporation.

RESOLVED: That the National Organization for Women, Inc., is authorized to borrow, from time to time, on behalf of this Corporation, from any bank, such sums of money for such times and upon such terms pledging such assets real and personal belonging to said Corporation as may to her/him/them seem advisable, and to endorse and deliver for discount checks, notes bills, certificates of deposits or other instruments owned or held by this Corporation or payable to it and to execute notes and renewals thereof, extensions or agreements in the name of Corporation for the repayment of any sum so borrowed and any mortgages or other such instruments as may be required to secure the repayment of the same. This resolution to be in full force until further notice in writing to said bank, and the said bank shall not be required, in any case, to make inquiry respecting the application of any instrument executed by virtue of this resolution or of the proceeds therefrom, nor be under any obligation to see to the application of such instrument or proceeds. The above resolution is in accord with the Charter and Bylaws of this Corporation.

2/78

Motion adopted to rescind the prior Board policy on audits. The following audit policy was adopted: There shall be one audit a year which shall take place at the end of each fiscal year. There will no longer be an audit at change of officers.

See "Dues" 89.

BYLAWS

1/89

Moved that all proposals for by-laws changes be considered [at the National Conference] on Saturday starting no later than 2 p.m.; Resolutions deliberation would start Sunday morning.

Postal Ballot Amendments

2/87

Moved that telegrams can be sent to the State Coordinators of Alabama, Alaska, Connecticut, Hawaii, Idaho, New Mexico, Oregon, Virginia, and Washington that a "pro" statement in support of their bylaws amendment is required by the bylaws and must be submitted by 6:00 p.m., February 24, 1987, in order to comply with the timeline needed to implement the mail balloting they have requested. Additionally, that these telegrams and letters request the name of the person(s) designated or selected by them to provide this "pro" argument be forwarded to the National President. [The telegrams would also include this text:]

"The National Board of Directors has interpreted your proposal as having an immediate implementation date. In response, the National Board of Directors has proposed a postal bylaws amendment proposing that the amendment take effect January 1, 1988. The Board is offering you first option at writing the "con" to the Board's implementation date statement under the same timeline. Should such a statement not be received by 6:00 p.m., February 24, 1987, an alternative "con" statement will be printed."

2/87

Moved that an independent CPA firm obtain, on NOW's behalf, a lock box for receipt of the postal ballots, that the firm pick up the ballots and deliver them to the National Action Center for counting by the Bylaws Postal Ballot Committee in front of the CPA firm and one designated observer from each side of each postal ballot question, and that the CPA firm certify the results of the ballot. **See also Balloting.**

2/87

Moved that the National Organization for Women accept as proof of membership for mail ballot:

- 1) canceled check from the members,
- 2) VISA or MasterCard statement,
- 3) receipt for a money order, cashier's check, or cash payment,
- 4) membership card.

2/87

Moved that each member may only vote once on the mail ballot, regardless of duplicate ballots received as a result of membership list duplication. Any attempt by a member to vote more than one ballot will result in the invalidation of all ballots submitted by that member.

2/87

Moved that to guarantee that the postal ballot is administered in a proper manner and that members receive their postal ballot, the CPA firm that is retained to supervise the mail ballot shall first perform an audit of the membership records. Any systemic changes or corrections the firm recommends must be executed before the NNT labels for the May 4 ballots are generated. The labels for this issue of the NNT are to be provided to the CPA firm, which will hand deliver them to the mail house for proper affixing to the NNT.

1/87

Moved that the 1987 Elections Chair be appointed to supervise the postal ballot and tabulate the results according to the procedures in Roberts Rules of Order.

11/86

Moved that the procedures for amendments to the National NOW Bylaws for the July 17-19 National NOW Conference be published in the next edition of the National NOW Times and that those procedures include, in addition to procedures mandated by the Bylaws, the following:

1. The 120 day cut-off date by which proposed amendments must be submitted to the Board has been determined to be Wednesday, March 18, 1987.
2. Affirmation of the Board policy that proposed amendments shall be submitted to the Board through submission to the Bylaws Committee Chair as the Board's representative.
3. Submission of proposed amendments by states or chapters must be approved at least by vote of the state council, chapter board or other governing body.
4. The 60 day cut-off date by which proposed amendments must be published in an every-member publication has been determined to be Sunday, May 17, 1987.

2/83

A committee from the National Board shall be formed to survey minority National Board members who have been elected under the 'Affirmative Action Bylaw' and regional Coordinators to find out if there is an underlying reason for the high absentee rate of these Board members.

12/80

For the purposes of offering amendments to National NOW Bylaws, state organization shall be interpreted to mean state conference.

4/77

RESOLVED, that the Board enlarge the charge of the Bylaws Committee to include that any Bylaw amendments from any source go to the Bylaws Committee for review and editing as well as to be assured that provisions for amending the Bylaws have been properly met.

2/77

Motion adopted for creation of a Special Committee on Bylaws.

Motion adopted that the charge to the Committee should include the following:

1. Propose National Bylaws Amendments to the National Board.
2. Advise and educate chapters, states, and regions on Bylaws composition and procedural matters.
3. Interpret, investigate, report and recommend resolution on Bylaws disputes in the chapters, states and regions when requested by all parties to the dispute. (This portion is intended to make the Bylaws Committee a resource for chapters, states and regions which they can voluntarily use and whose recommendations are not binding upon the unit.)
4. Serve as a resource on Bylaws and procedure to the National Board or a grievance committee of the Board (See Article X of Bylaws) in grievances relating to Bylaws or procedure. (The Bylaws Committee could interpret, investigate, report and recommend. . .The National Board or a grievance committee will delineate the task desired of the Bylaws Committee in each specific case. The findings of the Bylaws Committee will be written and will explore all rational alternatives. The findings of the Bylaws Committee will not be binding upon either the Board or a grievance committee.)

See "**Balloting**".

COALITIONS

5/79

Motion adopted that the proposed Coalition Guidelines be set as NOW policy. These guidelines are to be mailed to the NOW leadership list. NOW and its sub-units should adhere to the following criteria when determining coalition guidelines.

COALITION GUIDELINES

NOW, as the largest feminist organization in the world, should not underestimate its strength and effectiveness as an independent action organization. However, in a few limited circumstances, it may be in the interest of the National Organization or its sub-units to join into a coalition or an alliance.

A distinction between a coalition and an alliance should be made clear. An alliance is a loose-knit, non-structured relationship with other groups and can be an effective means of increasing or reinforcing community communications. A coalition is a structured, policy-making, action-oriented organization composed of several member groups. A coalition should be used only when the coalition can achieve some desired result that NOW, working independently, could not achieve.

NOW discourages involvement by itself and its sub-units in coalitions. However, the following criteria should be adhered to when determining whether to join or continue involvement in a coalition:

1. A coalition should be on a well-defined single issue.
2. Commitment for involvement should be for a limited time.
3. NOW should not participate in a coalition in which NOW has one vote among many, but in which NOW actually contributes a major portion of the coalition's financial and/or human resources.
4. NOW shall not be bound by coalition decisions which violate NOW policy.
5. NOW shall not be bound by coalition decisions which violate NOW strategy decisions.
6. The coalition must be made up of only genuine or actual structured organizations.
7. The coalition must have a written statement of purpose with a clearly stated goal agreed to by all member organizations.
8. Basic guidelines for operational procedures of coalition activities must be written and agreed to by all members at the beginning.
9. Each member organization must retain the right to independent action even on the issue at hand.
10. Each member organization should be represented by delegates or alternates which are officially designated by each organization.
11. All materials printed or published by the coalition must contain the organization names of all members, unless the organization itself does not wish to be included.
12. The appropriate NOW sub-unit must authorize its participation in and select its representatives to the coalition.

4/73

Motion adopted that coalitions should not decide for NOW which persons represent NOW and that the question of representation be turned over to the President.

COMMITTEES

2/96

Moved:

1. That the Affirmative Action Committee be authorized to develop a structured approach to the board diversity dialogues, and to coordinate their presentation.
2. That each issue of the NNT include an item addressing Affirmative Action, either from an experiential or educational point of view (i.e. "fast facts," talking points, personal profiles, chapter actions, etc.)
3. That a draft of the new Affirmative Action Guide be presented to the board for review no later than the 1996 National Conference in June.

12/95

Moved that a solid proposal for reducing the deficit over a five-year term come from either the Budget Committee and/or the Executive Committee.

DISABILITY RIGHTS CIC

12/95

WHEREAS the National Organization for Women (NOW) has a long standing commitment to diversity which involves individuals from all walks of life, levels of education, and physical and mental abilities, and
WHEREAS NOW strives to provide for and be inclusive of all members, including those individuals with disabilities, and

WHEREAS the Disability Rights Conference Implementation Committee (CIC) is responsible for implementing the Disability Education resolution, and

WHEREAS the Disability Rights CIC has reviewed NOW's accessibility of its office, conferences, and printed materials to determine where improvements could be made and has put forward a draft budget in line with its findings.

THEREFORE BE IT RESOLVED that NOW commend the Disability Rights CIC for its work so far, and
BE IT FURTHER RESOLVED that NOW provide resources to attain the goals outlined in the draft budget, and in order to accomplish this the National NOW Board requests the CIC provide at the February 1996 Board Meeting further details regarding what the computer and software for providing large print and talking print would provide and alternatives available for them, and

BE IT FINALLY RESOLVED that the CIC provide the most competitive price for the cost of the laptop computer.

9/95

Moved that in order to meet the requirement of the conference resolution (1995 Constitutional Equality for All Women), that the President appoint the CIC on Disabilities and the ERA Legislative Intent Committee jointly as the ad hoc committee to address disability/age issues for the purposes of this resolution.

9/95

Moved that an ad hoc committee of the board work on the board member responsibilities and that time be allocated for discussion at the December board meeting.

9/95

Moved to establish an ad hoc committee on Title IX with specific responsibility to ensure implementation of the 1996 Summer Olympic Resolution. This Committee will be set up by January, 1996.

COMMITTEES

CIC APPOINTMENTS

1/95

WHEREAS, recognizing that NOW is a diverse group and that NOW attempts to be inclusive of all members regardless of economic status; and

WHEREAS, NOW often needs to reach NOW members regarding important issues such as CIC appointments by telephone.

THEREFORE BE IT RESOLVED, that NOW always follow-up with a mailing regarding such, and

THEREFORE BE IT FURTHER RESOLVED, that when CIC's are reappointed, and when individuals who have served on the CIC's are not reappointed, that they also be sent a letter thanking them for their service, and

BE IT FURTHER RESOLVED, that Board Members and State Coordinators will provide addresses and phone numbers, if available, with their nominations to facilitate the notice and acknowledgement process.

COMMITTEES

12/94

WHEREAS, it is the responsibility of our Board to appoint the chair and the members of the National Advisory Committee, and

WHEREAS, holding the position of the Chair of the National Advisory Committee is a great honor so far held only by our leader, Eleanor Smeal, and

WHEREAS, Janet Canterbury has been an invaluable resource to our membership, our Board, the Action Center, and our President, capably and constantly lending her skills, leadership, ideas, advice and resources to whatever challenges are before us, and

WHEREAS, Janet Canterbury, in recognition of her many contributions and invaluable assistance has already been appointed co-chair of the National Advisory Committee in a session of the Executive Board,

THEREFORE BE IT RESOLVED, that we confirm the appointment of Janet Canterbury as Co-Chair of the National Advisory Committee to serve out the 1993-1995 term with her esteemed colleague and Co-Chair Eleanor Smeal.

2/93

Moved that the National Board Media Committee in conjunction with National NOW Media department begin a research project based on a major issue as a project for National media exposure and with the recommendation that the results be assimilated into the National Action plan.

Article IX. Committees

[Excerpted from National Bylaws, 7/93]

Section 1. Nominating Committee for the Election of Officers

A. Election;

The members of the Nominating Committee shall be elected in their regions. There shall be one member from each region. The committee shall designate the chair from among its members.

B. Duties;

The nominating Committee shall not endorse individual candidates or a slate of candidates but shall instead:

1. Publicize and distribute in an every-member NOW publication information on the deadlines for submission of nominations and candidate information. These deadlines shall be set by the National Board in accordance with the schedules for printing the every-member NOW publication and Conference materials.

COMMITTEES

2. Accept nominations from members, including self-nominations.
3. Determine each nominee meets the qualifications as described in these bylaws.
4. Provide a uniform information sheet to be submitted by the candidates.
5. Assume responsibility for the distribution of information on all eligible candidates.
6. Publish and distribute candidate information in an every-member NOW publication at least thirty days before the Conference.

Section 2. Standing Committees of the National Board

- A. There may be standing committees of the Board, which may include, but are not limited to, the following:
 1. Public Relations
 2. Finance and Budget
 3. Legislation
 4. Membership
 5. Publications
 6. Legal
- B. The members of the standing committees shall serve for the duration of the term of the administration under which they serve.
- C. The standing committees shall report to the Board at regular intervals and to the membership at the annual Conference or through an every-member NOW publication.
- D. The President shall designate the chair of each committee subject to the approval of the National Board.
- E. The chair of a standing committee shall be any NOW member unless otherwise provided for in these bylaws.
- F. The members of the standing committees shall be appointed by the Board.
- G. The functions and duties of the standing committees shall be designated by the Board.

Section 3. Advisory Committee

There may be a National Advisory Committee appointed by the Board which shall consist of a chair appointed by the Board and not more than one-hundred NOW members who shall serve two years.

The Advisory Committee shall be available to the Board for advice and consultation as requested and for assistance in fundraising. The chair shall be a non-voting member of the Board and shall serve for a term of two years, the completion of the term to be at the close of the National Conference in odd-numbered years.

Section 4. Special Committees of the National Board

There shall be other committees which do not have the authority of the Board for management of the corporation, but which may advise the Board, officers, and membership-at-large, or may perform such other duties as the Board, National Conference, or President may wish to assign.

Section 5. Committees to Implement Conference Resolutions

There shall be committees to implement Conference resolutions. Such committees can be established and their membership and direction be determined by the National Conference, the President, or the Board.

The selection of chairs of such committees shall be based on the following: variety of experience in NOW; expertise in the issue area(s) addressed by the Conference resolution(s); ability to articulate and gain credibility for the issue(s) and organizing ability.

Openings for chairs of such committees and the qualifications desired shall be advertised in an every-member national NOW publication at least 30 days prior to projected selection. Chairs of such committees shall be appointed by the President with the advice and consent of the Board.

COMMITTEES

Chairs of such committees shall report to the Vice President-Action, who shall report to the Board and National Conference on implementation of Conference resolutions.

Section 6. Composition

Although a committee or task force may allow participation by non-NOW members in its activities, all positions of responsibility or decision making authority shall be held by current NOW members.

7/89

WHEREAS, the present political climate of the country and the continuous assaults on individual rights will undoubtedly result in NOW's growth in the 1990s; and

WHEREAS, sustained expansion will require continued effective leadership and more activists and local chapter resources; and

WHEREAS, sustained expansion will require effective and efficient methods of communications with chapters, states, regions and the local and national media; and

WHEREAS, NOW's main source of income is dependent upon the ups and downs of membership and donations; and

WHEREAS, a more stable flow of income would be desired to allow for long-range budget planning as well as new sources of revenue; and

BE IT RESOLVED that the National Board of the National Organization for Women authorize the creation of a Task Force to study and recommend methods which will allow NOW to meet the challenges of the 90s in the following areas:

1. Funding
2. Communications
3. Resource Management/Training

AND BE IT RESOLVED, that this Task Force be comprised of the following people:

1. (1) Executive Committee Member
2. (2) National Board Members
3. (4) State Coordinators
4. (5) Chapter Representatives

AND BE IT FURTHER RESOLVED, that this Task Force be appointed from recommendations given to the president by the Regional Directors, State Coordinators, the National Board and the Executive Committee;

AND BE IT FURTHER RESOLVED, that this Task Force represent all 9 regions, and that it seek input and recommendations from NOW's leadership, look at the structure of other non-profit organizations, their methods of funding and leadership training and that this Task Force bring results of this study to the National Board with recommendations to modify NOW's present methods, if necessary;

AND BE IT FURTHER RESOLVED, that the National Board authorize funding for this Task Force not to exceed \$1,000.00 for purposes of meetings, communications, and materials, and that the Task Force be appointed at the September 22-24, 1989 Board Meeting and that the results of their work be brought to the National Board and the Executive Committee by April 1990 Board Meeting.

10/87

Moved that Eleanor Smeal be confirmed as Chair of the Advisory Committee and that Board members be encouraged to send names of potential members of the Advisory Committee to the Executive Committee. Further, the Executive Committee will bring to the next Board meeting proposed guidelines on the process and criteria for selection of members of the Advisory Committee and proposed statement of purpose.

ISSUES CONSULTANT COMMITTEE GUIDELINES

4/83

1. The duties of the committee members are as follows:
 - a. to communicate on a regular basis with the Action Vice President
 - b. to inform the Action Vice President of major developments in their area of expertise
 - c. to have and distribute upon request materials, bibliography, and other resources relating to their fields of expertise
 - d. to participate in planning National Conference workshops
 - e. upon request of the Board committees and/or the Action Vice President the resource people shall:
 - (1) prepare background materials for the NNT
 - (2) provide advice on designated issues
 - (3) provide special training for NOW members in areas of their expertise.
 - f. the Issue Committee members are responsible for providing expertise and training to chapter and state NOW units as well as information to the Board Issue Committees as requested. All requests for such expertise and training and information shall be directed to the members through the National Action Vice President who shall coordinate those requests for each of the committees.
2. Issue Committee chairs shall submit an annual report to the Action Vice President and the Board. Such reports shall include a summary of committee members' activities as well as specific recommendations for future action.

The first reports shall be submitted to the Action Vice President by October 1, 1983, and subsequent reports shall be filed by October 1 of each year. The Action Vice President and/or the Board Issue Committees may require interim reports from the issue committees between annual reports as may be needed.

3. Correspondence by committee members to elected officials, and representatives of other organizations must be submitted to the Action Vice President for approval prior to release.
4. Copies of all correspondence shall be sent to the Action Vice President.
5. Each committee chair shall submit an annual budget to the Action Vice President for her approval and submission to the National Board.
6. After committee appointments are made, the Action Vice President shall mail to the leadership list an announcement of these appointments, along with a description of the duties of the members and the types of services that they provide to chapter and state units.
7. All committee members must be NOW members of good standing. Any member whose membership has lapsed will be dropped from the committee.
8. Each chair will receive an extensive orientation with the Action Vice President and appropriate Action staff in NOW Action Center.

**Definition of and charge to
Conference Implementation Committees**

2/83

Committees to implement conference resolutions shall be known as Issue Committees and are of two types:
Issue Consultant Committee: charged to provide informational and technical assistance to the organization (national officers, Issue Action Committees, National Board, chapters and states) as requested.

Issue Action Committee: charged to develop resource-educational and action materials for the use of chapters

COMMITTEES

and state organizations in pursuing action on the issue; coordinate national level action with or on behalf of the national officers and NAC staff.

These may be established as separate committees, or as joint units of one overall Issue Committee. There is no hierarchical distinction between them. Both types of committees are expected to conduct workshops from time to time at National, Regional and/or state conferences.

Both may propose (and may be encouraged or required to do so) specific programs of strategies, tactics, projects or activities on the issue, and may be authorized to carry out all or part of the program or provide aid to NOW sub-units or the NAC to carry out the program. They may be asked to report periodically or routinely to the VP Action, the Board Issue Overview Committees, the National Conference.

There may be an overall issue Consultant Committee and more than one Issue Action Committee related to the facets of the issue, i.e., an Education Committee (consultant) and Issue Action Committees on text books, sports, etc.

Guidelines for the functioning of consultants and committees shall be established by the VP Action in coordination with the Board Issue Overview Committees.

Proposed Issue Consultant Committees (the parenthetical sections are meant only as examples and are not subcommittees, nor are they to be considered all-inclusive or static)

1. Economic Equality (e.g., equal employment opportunity, child care, labor unions/on site organizing, poverty, housing, credit, social security, insurance and domestic relations.
2. Reproduction and Health (e.g., reproductive rights, abortion, sterilization abuse, physical and mental health)
3. Education (e.g., textbooks, sports, Title IX, early childhood development, vocational education)
4. Consciousness Raising (e.g., development and training for states and chapters)
5. Racism (e.g., member education, discrimination in education, employment, housing, school desegregation and busing, March on Washington, Voting Rights Act)
6. Lesbian Rights (e.g., custody, military, employment, health, homophobia, member education)
7. Special Constituencies (e.g., disabled, rural older)
8. Society and Culture (e.g., Religion, Media, Criminal Justice, Violence)

Proposed Board Issue Committees

Economic Rights (liaisons with Issue Committee #1)

Health Rights (liaisons with Issue Committee #2)

Society, Culture & Education (liaisons with Issue Committees 3, 4, and 8)

Societal Equality (liaisons with Issue Committees 5, 6, and 7)

Issue Action Committees

To be appointed from time to time as projects are designated.

7/80

The National Committees shall consist of no more than nine (9) members. Those presently consisting of more than nine shall continue at the current number until or by attrition their number decreases to nine without filling vacancies.

COMMITTEES

12/79

The intent of the Board is that a significant number of CIC's be co-chaired by persons of color to assure racial/ethnic balance in the national leadership on NOW's issues, especially those CIC's dealing with issues that significantly impact differently on people of different racial/ethnic backgrounds. See "Affirmative Action".

12/79

The Conference Implementation Committees are revised as follows--that there be:

- A. Economic Justice--
 - Employment
 - Homemakers' Rights
 - Women & Poverty
 - Federal Women Employed
 - Older Women's Rights
 - Labor/On Site Organizing
- B. Health and Mental Health
- C. Violence Against Women
- D. Reproductive Rights
- E. Education
- F. Minority Women
- G. Disabled Women
- H. Women & Religion
- I. Early Childhood Development
- J. Media Reform
- K. Lesbian Rights
- L. Rural Women

10/78

Motion adopted that the resumes of candidates recommended to the Board for appointments be available at the meetings in which the appointments are to be approved.

COMMITTEE PLACEMENT

10/78

Motion adopted that Rural Women's Committee be included under the Societal Equality Committee.

RURAL WOMEN -- GENERAL RESOLUTION

1978

WHEREAS, one-third of the United States population is made up of rural Americans; and

WHEREAS, a large percentage of the unratified states are predominately rural (the average being 70% as per the U.S. Census Bureau Report of 1970);

THEREFORE BE IT RESOLVED, that the National Organization for Women establish a Rural Women's Committee which shall be charged with the following tasks:

1. Gather information about rural women.
2. Strategize passage of the Equal Rights Amendment in rural states and communicate with the ERA Strike Force and others in the organization working for ERA passage.
3. Study and develop legislation unique to rural women.
4. Provide support to rural women in their feminism. This will include the devising of ways of making NOW activism more accessible in sparsely populated areas.

COMMITTEES

5. Take other appropriate actions as indicated by the information gathering on rural women.

10/77

Motion adopted that the current composition of the National Board Committees not be considered necessarily precedent-setting.

10/77

The Board adopted the following criteria for evaluating persons for appointments to Conference Implementation Committees:

1. NOW identified;
2. feminist identified;
3. able to articulate and gain credibility for the issue;*
4. interested in and have expertise in the area;
5. organizing abilities;*
6. chapter and state activities;
7. have a program proposal consistent with Conference mandates;
8. have time.

* Bylaws mandated.

10/77

The Board adopted the following charge to the Board Issue/Action Committees: it shall be the duty of the Board Issue/Action Committees to undertake the following tasks as they relate to their areas:

1. to review program proposals and budgets;
2. recommend policy positions and decisions to the Board;
3. act as a systematic liaison to the Conference Implementation Committees to:
 - a. review progress between Board meetings;
 - b. help with interpreting NOW policy and procedures;
 - c. prevent overlap between committees.
4. assist with recruitment of Conference Implementation Committee Chairs and members.

10/77

Motion adopted to consolidate the committees under the jurisdiction of the Economic Rights Issues/Action Committee to the following seven: Economic Planning, Women and Poverty, Employment discrimination, Labor Union/On-Site Organizing, Credit, Displaced Homemakers, Homemaker's Rights.

7/77

Motion adopted that the Board adopt the Standing Board Issues/Action Committees Plan:

1. ERA
Charge: The National Board ERA Committee shall help develop special National ERA projects, recruit NOW activists and develop a "National Crisis" ERA campaign in the Board Members' respective areas.

(Note: The charge to the following committees will be:)

1. to review program and budget proposals of each issue committee and make recommendations to the National Board;
2. to recruit NOW activists to serve on Conference Implementation

COMMITTEES

- Committees;
3. to periodically analyze and evaluate programs within each area and within each Implementation Committee.
 2. Societal Equality
 - a. Education Discrimination
 - b. Early Childhood Development
 - c. Women and Religion
 - d. Ageism and Women
 - e. Lesbian Rights
 - f. Media Reform
 - g. Marriage and Divorce
 - h. Minority Women
 3. Human Rights
 - a. Women and Mental Health
 - b. Women and Health
 - c. Violence vs. Women
 - d. Reproductive Rights
 4. Economic Rights
 - a. Economic Planning
 - b. Women and Poverty
 - c. Employment Discrimination
 - d. Labor Union/On-Site Organizing
 - e. Full Employment/Minimum Income
 - f. Social Security/Pension Discrimination
 - g. Credit
 - h. Pregnancy Disability
 - i. Displaced Homemakers
 - j. Homemakers' Rights

7/77

Motion adopted that the Board adopt the Standing Committees Administration Plan:

1. Finance and Budget: See Section 3, Article IX, of the National NOW Bylaws.
2. Fundraising: Assist and advise the Vice President-Executive in the development and implementation of a comprehensive fundraising program for the national organization; devise and develop fundraising programs for use by states and chapters; advise members, chapters, and states on specific fundraising problems.
3. Membership: Develop a comprehensive plan of membership development for implementation at the chapter level; assist the Secretary in the chartering and convening of chapters; develop a comprehensive plan for increasing the percentage of chapter members and decreasing the percentage of at-large members; develop a plan of field organizing for chapters and states; develop materials for member recruitment, develop information for new members; assist in the development of leadership and membership development materials; assist the secretary in updating the Convener's Kit; provide suggestions from chapters on organization and teambuilding; increase total membership; work with the National Consciousness Raising Committee in the area of recruitment and activist development.
4. Bylaws: This charge has already been developed; see previous Board Minutes.
5. Publications: Review of all existing publications to make recommendations for updating,

COMMITTEES

discontinuation, or printing of same with the exception of those publications which are within the jurisdiction of other committees of the National Board; develop a comprehensive plan for future publications which shall include but not be limited to brochures, fact sheets, and audio-visual materials; review publications of NOW states and chapters for the purpose of recommending purchase of copyrights in order to make possible national distributions of quality publications, and encourage the undertaking of such endeavors; make recommendations for the national every-member publication (monthly review and approval of national every-member publication will be the responsibility of the President and the Executive Committee).

4/77

Composition of NOW committees at every level of NOW shall be limited to NOW members.

2/77

Motion adopted that the Board approve the policy of endorsing Administration appointments where appropriate and adopt the following checklist of actions to be taken to the extent feasible before endorsing or supporting an administration appointment:

1. Check with State NOW Coordinators where person resides.
2. Check with City NOW Chapter President where person resides.
3. Check with Professional Women's Caucus in area of person's expertise.
4. Check with National NOW program person most closely related.
5. Ask candidate for NOW member reference. The final decision about persons to support in the absence of the Board shall be by Action Vice President and National NOW Program person concerned and/or National President.

8/74

Motion adopted that (1) Committee Chairpersons, after having made two written requests for input from a Committee Member and having received no response, shall have the option of recommending to the President that such non-responding Member be dropped from the Committee after notification of intention to drop to that Member and request for response to notification.

CONFERENCES/CONVENTIONS

NOW VISION SUMMIT

1996

WHEREAS, NOW, the women's movement, and the social environment have evolved over the last 30 years; and

WHEREAS, in order to continue to create opportunities and respond to the challenges of the 21st Century, NOW must re-Vision itself; and

WHEREAS, we need a vision that comes from the combined ideas of our members with their enthusiastic support as an essential first step toward redefining a mission, values, goals, and strategies that will make us effective and successful in the 21st Century,

THEREFORE BE IT RESOLVED, that members are strongly encouraged to continue the visioning process on the chapter, state, and/or regional levels and prepare to share those ideas at a Visioning Summit as the primary focus of the 1998 National NOW Conference, and

BE IT FURTHER RESOLVED, that each sub-unit of NOW be provided with instructions in the National NOW Times and a leadership mailing that enable them to contribute ideas about their vision for NOW, and that the results of these small group sessions be published in the materials provided at the conference.

2/96

Moved that travel expenses for the National Conference be paid for up to five members of the credentials committee and up to five members of the resolutions committee. Persons reimbursed for expenses shall not be voting delegates.

12/95

Moved to accept the bid of the Memphis chapter for the site of the 1997 National Conference.

9/94

The selection of Las Vegas for the 1996 Conference with a date of June 28-30 was moved and passed.

2/94

Moved that bids for the 1996 National Conference:

1. be requested immediately
2. be voted upon at the September, 1994 National Board meeting.

4/93

Moved that the Executive Committee consider implementing the following modifications for the 1993 National Conference:

1. Parliamentary procedure questions and answers written in plain English to be included in the conference packet.
2. (a) Continue the use of plenary facilitators and if possible recruit additional roving facilitators.
(b) Have bylaws chair provide pre-conference training to issue hearing chairs and on-site training to mike monitors.
3. Develop a video to explain conference rules and procedures which can be played continuously during registration and credentialing.
4. Eliminate one bank of workshops to allow more time for business.
5. Consider resolutions during two separate times on the agenda.
6. Do two readings of resolutions. One at the beginning and one at the end to determine if each resolution needs to be discussed.
7. On Sunday eliminate most of the speeches and spend the day on resolutions.

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8. Print the name of a contact person and contact information on each resolution.
9. Post the resolutions in the hall late at night if possible, so that people might have the opportunity to read them before they are passed out the next day.
10. Try the working group format with large issue hearings with perhaps different groups working on separate pieces of the same issue.
11. Cut back on the number of workshops.

Article VIII. Membership Meetings

[Excerpted from National Bylaws, 7/93]

Section 1. National Conference

- A. There shall be an annual meeting of the membership (hereinafter referred to as the National Conference or the Conference) which shall rotate through the regions and shall be held for the purpose of transacting the business of the organization.
- B. The National Conference shall be the supreme governing body of NOW.
- C. The Conference shall be held in the month of June or July, and at such other times as the membership may decide by written petition of ten percent of the membership or a majority vote of the National Board. The Board shall fix the exact date and place of the national Conference and give at least sixty days' advance notice thereof in an every-member NOW publication. It shall make arrangements for hotel and meeting place accommodations and determine the conference agenda.
- D. No membership meeting at any level of NOW shall require NOW members in good standing to pay a registration fee or any other fee in order to participate in the business events or activities of said meeting. No distinction of any kind shall be drawn by the Conference or the Committee between those able to pay fees over and above basic dues and those unable to pay such fees.

Section 2. Voting Privileges

- A. Only delegates in good standing whose dues are received by the national organization or its appropriate subunits at least ninety days prior to the Conference and who are duly registered and in attendance shall be eligible to vote at the Conference. Each delegate shall have one vote. Delegates shall be chosen from the chapters, with one delegate for the first ten members and one delegate for each additional thirty members or major fraction thereof.

Alternates equal in number to one-fourth of the delegates in the chapter shall be elected and numbered according to the order in which they will be called upon to serve. Chapters shall elect at least one alternate. Members-at-large shall elect alternates on the same basis as chapters. Members-at-large shall elect one delegate for the first ten members and one delegate for each additional thirty members or major fraction thereof present and eligible to vote at a state conference.

National officers, National Board members, and State Coordinators/Presidents shall be voting delegates at the National Conference.

- B. A Credentials Committee of at least six members shall be appointed by the President with the approval of the Board at least six months prior to the National Conference. The paid NOW membership on national records on the date 120 days before the National Conference shall be used to determine allocation of the delegates.

The Credentials Committee shall notify the chapters and state organizations at least ninety days in advance of the National Conference of the number of delegates eligible from the chapter or state at-large membership.

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Chapters and states shall submit names of delegates to the credentials Committee. Delegates' names sent no fewer than thirty days before the first day of the National Conference shall be pre-credentialed.

- C. Use of the unit rule is prohibited. There shall be no proxy voting.
- D. A quorum shall be twenty-five percent of those members registered and eligible to vote as delegates shall include one officer and two other National Board members.

Section 3. Participation in Conference

The National Conference shall be open to all NOW members. Only delegates shall be entitled to vote, but all NOW members shall be entitled to speak.

SITING OF NOW EVENTS

2/92

WHEREAS, it is the policy of the National Organization for Women to represent equally all of its members, regardless of economic status; and

WHEREAS, NOW recognizes the special needs and concerns of the economically disadvantaged, and is highly aware that women suffer disproportionately from discrimination and economic injustice that operate to place women at economic risk, and is fighting to right these wrongs; and

WHEREAS, NOW's national conference is the governing body of NOW and it is crucial that all NOW members, and other feminists, be encouraged to attend NOW national conferences, as well as other events sponsored by NOW;

THEREFORE BE IT RESOLVED, that NOW shall, in selecting sites for NOW's national conferences and other events sponsored by national NOW, investigate and consider as a primary factor the cost of travel, lodging, food, and other expenses. No conference bid will be considered unless it contains information on low-cost options. To the extent possible, NOW will locate national NOW events on low-cost sites, such as college campuses, and will take whatever measures it can to make conference attendance affordable to all NOW members.

12/91

WHEREAS, the theme of the 1991 National NOW Conference is racial diversity, and

WHEREAS, lesbians of color are an integral part of that diversity;

THEREFORE BE IT RESOLVED that an action at the 1992 National NOW Conference be visible participation in the Lesbian and Gay Pride March and Rally on Sunday, June 28, 1992 and that the National Conference agenda be ordered to allow such participation.

12/89

Moved that, in order to lighten the burden of the Executive Committee to create workshops for the National Conference; and in order to create a resource file of workshops for use by national, regional, and state conference coordinators; and in order to ensure quality workshops and the best available facilitators for the lesbian rights workshops at the National Conference, the LRCIC recommends that the National Organization for Women;

- 1) Issue a Call for lesbian rights workshop proposals for the 1990 National Conference to be sent to the NOW leadership list, the Lesbian and Gay press list, the organizations and contact lists which have been developed by the national office;
- 2) that the call for proposals be sent no later than the first week of January, 1990;
- 3) that the deadline for receipt of the proposals in the national office be no later than March 1,

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- 1990;
- 4) that the LRCIC or a subcommittee screen the proposals received by the deadline, and make recommendations to the Executive Committee no later than March 15, 1990; and
 - 5) that the Executive Committee notify the final presenters no later than April 15, 1990.
- The requests for proposals must be on specific topics as defined by the Lesbian Rights CIC and the Executive Committee.

4/88

Moved to increase local participation and overall conference attendance, a fee of \$45 be charged for conference attendance and NOW membership, that membership to take effect after the conference.

1/88

Moved that the hosting chapters for National NOW Conferences receive 10% of the profits from the National Conferences.

1/88

WHEREAS, the 1978 National NOW Conference adopted as policy on the physically disabled that all state and national NOW meetings would be conducted in barrier-free facilities with assistance for the blind and interpreters for the deaf, but has not provided similar accessibility requirements for women with respiratory disabilities; and

WHEREAS, tens of thousands of women are limited in their participation in NOW meetings where no restrictions against smoking are honored for the sole reason of their respiratory disability, such as emphysema, bronchitis, asthma, lung cancer and allergy to nicotine, etc; and,

WHEREAS, a NOW member who desires to smoke can be accommodated by a sufficient break permitting her full participation in the business at hand, but a NOW member with a respiratory disability cannot complete the requirements of breathing during a similar space of time; and,

WHEREAS, many state and local governments have demonstrated greater sensitivity to providing accessibility to persons with respiratory disabilities than NOW in regulating smoking in public places; and,

WHEREAS, this resolution was precirculated last year without being debated and decided by the conference; and,

WHEREAS, the smoking issue has too often been trivialized as a personal comfort/discomfort issue within NOW instead of dignified as an issue of the participation of respiratorily disabled NOW members, thereby trivializing the input of such members; and,

WHEREAS, Arizona NOW and her subunits have operated with success for more that six years with a policy of providing accessibility in NOW meetings to members with respiratory disabilities;

THEREFORE BE IT RESOLVED that all units and subunits of the National Organization for Women shall have a policy against smoking at meetings, accommodate smoking outside the meeting place, in well-ventilated areas away from the passageways through which members must pass, excepting only when the meeting is outdoors or by consent of all NOW members present.

10/87

Moved that the National Board allocate \$5,000 to the State Coordinators Caucus to help defray the cost of their annual meeting and for a communication budget throughout the year. A financial accounting report from the caucus is to be given to the Executive Committee within two months of the Conference. See also AFFIRMATIVE ACTION, 10/87, Paragraph E.

7/86

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Moved that conference sites be selected approximately one year in advance of the conference date. Each succeeding year an additional conference site shall be selected to ensure that sites are consistently selected one year in advance.

7/86

Moved that NOW policy regarding fundraising events at the National Conference be that no such events are permitted by any entity, including NOW sub-units, without the express permission of the Executive Committee.

6/85

No guest speaker who has endorsed a candidate for election to a National NOW office shall be a speaker at any plenary session prior to the election at the National Conference.

6/85

A standardized Delegate Credentials Form for use on site at the National Convention was adopted.

6/85

Copies of the form passed by the Board shall be made available within the next 72 hours to each campaign, the Board members and the Chair of the Credentials Committee.

6/85

A copy of each completed on-site Credentialing form shall be sent to the chapter address on the form at the close of the Conference. If there is no address on the form the copy shall be returned to the chapter address on file.

6/85

The credentialing process for the Conference shall be: Each delegate must show proof of identification before being finally credentialed at the Conference site. Such proof of identification would be: driver's license, voter registration card, photo I.D. of an established sort, credit card, work I.D., etc.

Conference/Convention Speakers

1984

WHEREAS, NOW has a list of priority issues including support for reproductive rights, ERA, minority rights and Lesbian and gay rights; and,

WHEREAS, NOW is a highly visible organization in support of the feminist agenda; and,

WHEREAS, inviting speakers to our National Conference implies agreement on the issues between those speakers and the National Organization for Women;

THEREFORE BE IT RESOLVED that future speakers at the NOW National Conferences must be supportive of all NOW priority issues.

2/84

WHEREAS, the campaign to ratify the ERA brought us many skills, greater knowledge and invaluable expertise, and

WHEREAS, there has yet to be a full debriefing session since that campaign, and

WHEREAS, 1984 is the most likely year for Congress to approve the Equal Rights Amendment,

THEREFORE BE IT RESOLVED, that debriefing and strategy sessions for the previous ERA ratification campaigns be made a major focus of the 1984 National NOW Conference. The state development committee

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is charged with implementation of the Illinois resolution, including but not limited to coordinating with the Conference Review Committee to provide a two session workshop at the 1984 National NOW Conference for debriefing on the ERA Countdown Campaigns in the various states as a prototype for state campaigns on matters of national concern, using national staff and other national resources.

7/83

Solicitation of bids for national conferences shall be done in a leadership mailing no later than October of each year by circulation of criteria and needs to be used in determination of conference sites.

7/83

The National Board direct the Chair of the Credentials Committee to develop and circulate to all chapters by September 1, a set of specific rules regarding the process for on-site credentialing at the national conference.

7/83

The Conference Review Committee begin work to develop guidelines and criteria for conference bid solicitations at its December, 1983 meeting and bring a proposed set of guidelines and criteria to the Board for perfection and adoption in April, 1984; that bids for the 1987 conference be opened in April, 1984, and closed on October 31, 1984; and that bids be voted on in December, 1984. [b] This motion supersedes the spring date specified in the current Conference Site Selection policy only in that the 1987 conference would be selected in December, 1984. After that, the spring selection dates will pertain.

1/82

Motion adopted to accept the National Conference Site Selection Policy as proposed by the Bylaws and Conference Review Committees.

1/82

Motion adopted that the National Board of Directors shall adhere to the following policy in determining the site of the National Conference:

A. Advance Selection of Sites

- Conference sites shall be selected approximately three years in advance of the conference date. The 1984, 1985 and 1986 conference sites shall be selected in Spring of 1983. In the spring of each succeeding year an additional conference site shall be selected to ensure that sites are consistently selected three years in advance. **[Superseded. See 7/86]**

B. Election Conferences

- National Conferences which include the election of national officers shall alternate geographically among:
 - (1) sites located in the Eastern Time Zone;
 - (2) sites located in the Central Time Zone; and
 - (3) sites located in the combined Mountain and Pacific Times Zones (including Alaska and Hawaii).

Election conferences may alternate among the three areas in any sequence provided that two successive election conferences may not occur in the same area unless all suitable sites (see D and E below) in the other two areas have waived their opportunity to do so. All three areas are geographically eligible to host the 1985 election conference.

C. Non-election Conferences

- National Conferences which do not include the election of national officers may be held in any suitable site. These conferences shall be held in

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Washington, D.C. if no other bids or no suitable bids are received. The location of non-election conferences in any site will have no effect on that area's eligibility to host an election conference, subject to the geographic alternation of election conferences required above.

- D. Factors to be Considered
- The following factors, at a minimum, shall be considered as part of the evaluation of conference site bids.
 1. Facilities
 - meeting room space
 - housing
 - handicapped access
 - labor posture
 2. Financial impact
 - overall expense for members attending
 - overall income/expense for the organization
 3. Accessibility by public conveyance
 - flight availability
 - railroad availability
 - ground transportation
 4. Media opportunities for the organization
 5. Geographic location of recent conferences
- E. Boycott resolutions adopted by the National Board of Directors or the National Conference shall take precedence over this policy.

2/80

Moved that the National Board accept the recommendation of the Conference Oversight Committee that the name be changed to the National Conference Review Committee.

7/81

The Credentials Committee shall notify by mail chapters and states that delegate and alternates' names may be submitted at the National Conference in accordance with Article 7, Section 2B as amended in October, 1980. The mailing shall include a list of what forms, verification of delegate status, etc. shall be brought to the Conference.

10/78

Motion adopted that all future NOW Conferences-Conventions, NOW states and chapters be given preference in allocation of centrally located exhibit space and that feminist businesses be given second priority locations.

CONFLICT OF INTEREST...

2/81

National Board members may be eligible to be paid on the same basis as other NOW members for short-term assignments on projects relating to NOW's priority issues. This policy shall be reviewed in December 1981 and yearly thereafter.

12/80

The policy on paying Board members for special projects is extended through the rescission campaign and will be reviewed at the February Board meeting.

4/80

No National Board member shall be paid either directly or indirectly by the National Organization for Women unless such remuneration be connected with their position as a salaried officer of a sub-unit of NOW.

7/77

Board adopted policy on Conflict of Interest:

1. This policy shall be read by National NOW Executive Officers and National Board Members once a year and they shall state in writing that they understand the responsibilities of compliance with said policy.
2. National Executive Officers of NOW must not:
 - a. own, directly or indirectly any financial interest in prospective vendors of NOW;
 - b. hold any position with such vendors, whether as director, officer, employee, or agent;
 - c. receive any pay or other benefit from any vendor for advice regarding NOW prospective purchase of vendor goods and services;
 - d. become involved in a NOW business relationship with any vendor or potential vendor, if a close relative holds a position of authority with the vendor;
 - e. allow personal relationships with a NOW vendor to affect or influence using good judgment in making NOW business decisions.
3. National Board Members of NOW must disclose any relationship or financial interest they may have to any prospective vendor to NOW. Such Board Member must abstain from the debate or vote on any item that, either directly or indirectly, impacts on that relationship or interest.
4. The highest standard of business ethics must be observed not only in the letter of the guidelines, but in the spirit and meaning of the guidelines. This ethic includes not only actual violations but also the appearance of a violation.

CONFLICT OF INTEREST

I, (name) , have this date read the Conflict of Interest Policy of the National Organization for Women, and I know and understand the requirements and responsibilities contained herein.

(Signature)

(Office)

(Date)

CONSCIOUSNESS RAISING

1/90

Moved that in accordance with the Board resolution passed in March, 1989, the Feminist CR program be finalized and ready for implementation by January, 1991.

3/89

Feminist Consciousness Raising

WHEREAS, NOW recognizes the necessity of changing attitudes and perceptions in order to bring about societal change; and

WHEREAS, Feminist Consciousness Raising has been an effective means of changing attitudes and perceptions as well as activating women to work for societal change through the recognition that the personal is political; and

WHEREAS, Feminist Consciousness Raising materials must be continually up-dated and made relevant to the issues of the day; and

WHEREAS, offering women choices in their lives is meaningless, if they are not politically and personally empowered to implement their choices; and

WHEREAS, NOW is the only organization in the nation with a professional program of Feminist Consciousness Raising;

THEREFORE BE IT RESOLVED, that:

1. The National Organization for Women reaffirms its commitment to the concept of Feminist Consciousness Raising; and
2. NOW will develop, produce, and distribute materials to facilitate the establishment of the Feminist CR Project in chapters all over the United States; and
3. Materials will include, but not be limited to: a Feminist C.R. Manual, Leadership Guidelines, and an Advertising Brochure; and
4. A National Committee will be formed to revise the Guidelines to Feminist Consciousness Raising; and
5. The Feminist CR Project will be developed in 1989/1990; and
6. The National Organization for Women will organize, conduct and fund a campaign to promote the Feminist CR Project in 1989/1990 by means of leadership mailing, NNT coverage, press releases, public service announcements (PSA's) and by providing leadership training in each region of the country.

2/84

Moved to establish clearly the existence of the National CR Committee under the provision of Article IX, Section 4, of the National Bylaws. The chair shall be appointed by the president with the advice and consent of the Board. The chair of the committee shall report to the Board. The committee shall work closely with the standing National Board committee on Chapter Development.

4/82

Copyright Purchase: CR Guidelines--Moved that NOW take the appropriate legal steps to purchase the copyright and all other rights to the publication Guidelines to Feminist Consciousness Raising by Harriet Perl and Gay Aborbarrell for \$2,500.

4/94

Moved to dispense with photos on credentials at non-election conferences.

Moved to add and combine registration and credentialing.

Article VIII. Membership Meetings

[Excerpted from National Bylaws, 7/93]

Section 2. Voting Privileges

- A. Only delegates in good standing whose dues are received by the national organization or its appropriate subunits at least ninety days prior to the Conference and who are duly registered and in attendance shall be eligible to vote at the Conference. Each delegate shall have one vote.

Delegates shall be chosen from the chapters, with one delegate for the first ten members and one delegate for each additional thirty members or major fraction thereof. Alternates equal in number to one-fourth of the delegates in the chapter shall be elected and numbered according to the order in which they will be called upon to serve. Chapters shall elect at least one alternate.

Members-at-large shall elect one delegate for the first ten members and one delegate for each additional thirty members or major fraction thereof present and eligible to vote at a state conference. National officers, National Board members, and State Coordinators/Presidents shall be voting delegates at the National Conference.

- B. A Credentials Committee of at least six members shall be appointed by the President with the approval of the Board at least six months prior to the National Conference. The paid NOW membership on national records on the date 120 days before the national Conference shall be used to determine allocation of the delegates.

The Credentials Committee shall notify the chapters and state organizations at least ninety days in advance on the National Conference of the number of delegates eligible from the chapter or state at-large membership. Chapters and states shall submit names of delegates to the Credentials Committee.

Delegates' names sent no fewer than thirty days before the first day of the National Conference shall be pre-credentialed.

7/81

The Credentials Committee shall notify by mail chapters and states that delegate and alternates' names may be submitted at the National Conference in accordance with Article 7, Section 2B as amended in October, 1980. The mailing shall include a list of what forms, verification of delegate status, etc. shall be brought to the Conference.

DUES SPLIT -- RENEWING MEMBERS

1993

WHEREAS, National Organization for Women members who renew as chapter members enjoy a link to their local community, and

WHEREAS, this link is established by the local newsletters; meetings; and actions, all of which are a cost for chapters to produce and conduct, and

WHEREAS, the local chapter's actions are a major factor in their members' decision to renew, and

WHEREAS, the local chapters and state organizations are the training grounds for future national leadership in NOW, and

WHEREAS, the National Office currently receives 62.5% of the renewal dues paid by ALL renewing members:

THEREFORE BE IT RESOLVED

- 1) that National Conference recommends to the National NOW Board that National NOW shall continue to receive 62.5% for at-large renewing members of the National Organization for Women,
- 2) that the National share shall be reduced to 50% for those renewing members affiliated with a local chapter when that chapter recruits new members equal to 10% of its chapter membership as of January 1 each year (50/50 on renewal members),
- 3) that the other 50% shall be split by the state and local organizations as they see fit in their own area, and

BE IT FURTHER RESOLVED that this change shall take effect the month following the acceptance.

4/92

Minimum dues for membership in chapter, state and national levels of NOW shall be set no higher than \$15 with a sliding scale up to the standard dues amount set by the particular state. \$10 dues from members joining at any subunit for up to \$20 shall be sent to National.

Chapters and states shall send \$15 to National for all members joining at more that \$20. All written recruitment materials developed by any NOW subunit shall include information concerning the availability of the \$15 or lower minimum dues level.

Article X. Finance

[Excerpted from the National Bylaws, 7/93]

Section 2. Dues

- A. Annual dues shall be payable on the anniversary date of the day on which the member joined. The amount of dues shall be set by a two-thirds vote of the Board, which shall establish regular and hardship dues.

Any member whose dues are in arrears for one month following the anniversary date on which the membership was first recorded in the national records shall be dropped from the membership rolls one month after the mailing of a warning notice that the membership has become delinquent.

- B. Chapter members pay annual dues to the Chapter treasurer, who shall be responsible for forwarding state and national portions to the appropriate units at least monthly. At-large members shall pay annual dues to the national Treasurer, who shall be responsible for

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rebating the state portion to the appropriate state organization at least quarterly.

- C. Notwithstanding the above, if the majority of chapters in a state concur, dues for any or all units of NOW may be collected by the State Organization and forwarded to the appropriate unit at least monthly.
- D. The membership of persons who remit national dues during a National Conference shall take effect upon adjournment of the Conference.

12/91

Moved that no chapter may solicit or accept money from an individual and in return give any rights and/or privileges of membership or any appearance of membership in NOW without enrolling the individual as a member of the chapter, state and national organizations, and remitting to the state and national organizations the established dues amount.

Membership in the state and national organizations is automatic for all members, and chapters are required to forward the established share of the member's dues for all new and reinstated members to the state and national organizations.

3/89

Moved that the National Board affirm that so long as a majority of chapters in a state elect to go on and be on central dues renewal, no chapter can opt to go off of central dues renewal.

3/89

Moved that all members currently being renewed at the \$25 dues level (non-U.S. members) be henceforth renewed at \$35, because of their small numbers, the increased ease of having only two dues levels and the increased costs of servicing international members. International members still have the option of reduced renewal dues.

5/86

WHEREAS, NOW policy calls for central dues renewal; and

WHEREAS, chapter renewal of members results in delay and confusion; and,

WHEREAS, routine chapter renewal of members results in chapters double dipping and reduced income to National NOW and to states; and

WHEREAS, the central dues renewal contract among the levels of NOW has regularized income for chapters, states and national; and

WHEREAS, any significant deviation from the central dues collection process, particularly with actual or implied approval from National threatens that future of central dues renewal;

THEREFORE BE IT RESOLVED that the President, Treasurer and Secretary communicate directly and strongly with all chapters and state organizations emphasizing NOW policy on central dues collection, and its effectiveness in stabilizing income to all levels of NOW.

2/86

All members recruited by the canvasses will be made at-large members just as members recruited by direct mail are made at-large members.

2/84

The following statement of understanding was adopted:

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The states and chapters will abide by the bylaws by sending all dues collected for National to that office within 30 days of receipt. In return, the states and chapters expect the national office to send to them, money which the national office has collected for them as per the system outlined in the Membership Processing Manual. If for any reason any unit of NOW cannot fulfill this agreement, the appropriate recipient will be notified within a reasonable amount of time.

12/83

The Treasurer shall submit a letter to the State President/Coordinator stating that they are not going to receive the remaining portion of the \$4,500 grant and include some indication of when it will be received, out of courtesy to them.

9/83

"[a] To qualify for the \$4,500 grant, each state must submit a budget for 1984, approved in the manner designated by the state, which must include income and expenses for a state fundraising project, a draft for that project to be attached. [b] Further, the budget committee recommends that the state grant be \$2,500 for 1985.

4/83

Any state whose estimated dues income falls below the previous year's income by more than \$1,000 shall receive assistance from the national Executive Committee to determine, if possible, why the shortfall is occurring and to devise ways and means of reversing the process in order to increase the income of the state.

4/83

WHEREAS, NOW is committed to recruiting a million members, and
WHEREAS, we want to strengthen our state and chapter organizations, and
WHEREAS, we want to encourage local initiative to recruit new members, and
WHEREAS, the new membership drive can be effective,
THEREFORE BE IT RESOLVED, that NOW continue the New Member recruitment Drive with \$10.00 National dues for new members recruited directly by states and/or chapters indefinitely.

2/83

Moved that the National Treasurer be directed to advance one-half of the \$4,500 1983 state allocation to those states whose state coordinator makes such a request in writing.

2/83

The National dues are to be increased to \$25.00 as of July 1, 1983 and the hardship dues will be \$10.00.

12/82

Moved to end the 4% dues rebate in 1983 and in lieu thereof, to raise the allocation to \$4,500 per state which will be available to the states upon transmittal of an annual budget to the National Office. Quarterly installments will be automatically sent to the state rather than require reimbursement forms. The Board will review this in April.

12/82

Moved that the State Development Committee proposes that in 1983 six months (January 1, 1983 - June 30, 1983) be designated a new member drive for NOW state organizations and that dues from all new NOW members recruited by state organizations, chapters and/or state officers and staff be split in the following

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manner: For each of these new members, the state may retain 50% of the National dues portion so long as \$10.00 for each new member is remitted to National NOW. Members recruited under this program shall be recruited at a dues level no less than \$20.00.

7/81

The 1982 renewal notices shall include the membership card and be individualized as per dues amount, chapter, length of membership, etc.

2/80

New Member Month -- moved that September of 1980 be deemed a membership drive month as a trial. The percentage of national dues collected that should be transmitted to National would be 50% or \$6, whichever is greater. A new transmittal form will be designed to accompany the dues transmittal forms sent to the National office. These forms must be received by October 18th. New members recruited this month would be considered at the rate of dollars submitted rather than at the full \$20 rate so as not to affect adversely the 4% rebate to the State. A recruitment kit will be designed for distribution in June of 1980.

2/80

New Member Month was approved on a trial basis for September, 1980; chapters will send 50% of the national dues portion or \$6, whichever is higher, and special entry forms and dues are to be received in the DC lockbox by October 18th.

5/79

The Bylaws Committee was instructed to prepare a summary of the background and present experience with central dues collection and the committee's recommendation to maintain the current Bylaws position on uniform central dues collection, for endorsement by the National Board at its July meeting.

12/78

In accordance with Article IX, Section 2, of our National Bylaws, by majority vote of the chapters in the state, a state may agree to delegate to National NOW the uniform (within a state) dues collection for all renewal dues. This vote must be verified by the submission of relevant minutes to the National Treasurer.

10/78

Motion adopted that National dues for all members be raised to \$20 to reflect the inflationary needs of the National organization and that chapters and states be encouraged to consider a raise in their dues to reflect similar needs.

6/76

WHEREAS, Section 3 of the current National Bylaws states that no person shall be excluded from membership, segregated, or otherwise discriminated against within the organization because of economic status;

AND WHEREAS, the National Board has passed a resolution stating no NOW member ever be refused admittance to a National function, where NOW business is being conducted or policy being set, because of lack of funds;

AND WHEREAS, the National Conference passed a resolution stating those members of NOW who meet the criteria established by the Credentials Committee as adopted by this meeting and who are present at this conference and who, because of financial circumstances are not yet registered, be permitted to register and vote

DUES

and that they be asked to contribute in good faith what they can toward the registration fee;

THEREFORE BE IT RESOLVED, that participation in the policy-making functions of all units of NOW should be as follows:

1. All NOW members in good standing, otherwise entitled to vote in that unit, shall be admitted with full participation regardless of their ability to pay additional fees; and
2. There shall be no practices distinguishing conference participants based on their payment of fees, such as different colored name tags or voting cards, denial of conference packets, and/or exclusion from any and all conference events; and that
3. National, regional, state and chapter conference planning committees are encouraged to develop innovative methods of accomplishing this.

AND ALSO BE IT RESOLVED, that the President appoint a committee to develop suggested guidelines which will be distributed to all units of NOW.

12/75

Motion adopted that no NOW member ever be refused admittance to a National NOW function where NOW business is being conducted or policy being set because of lack of funds.

ELECTIONS

BOARD CANDIDATES' ACCESS TO/USE OF MAILING LISTS

2/96

Board candidates, upon being cleared as qualified by the nominating committee in their respective regions, are entitled to lists of the chapters in their regions, with or without phone numbers for those chapters, and either in sticky or cheshire label format. These lists must be paid for by the candidate.

The Regional Director shall notify the Membership Department of the National Action Center in writing of the chair of the nominating committee. The chair of the nominating committee shall notify the Membership Department of candidates' requests for chapter labels. No candidate shall make use of membership or credentialing lists for campaign purposes.

The Regional Director shall notify the National Action Center in writing of the chair of the credentialing committee. The credentials chair shall direct the Membership Department where to send the region's credentials list. No credentials chair shall be a candidate for the national board.

MULTIPLE MEMBERSHIPS

5/95

WHEREAS, chapter and state policy and process decisions, as well as the election of leadership, should be made by members of those bodies; and

WHEREAS, a member of NOW can support with monetary contribution more than one chapter or state organization by paying for an additional membership, to learn of that chapter or state's activity by receiving a newsletter or to simply support their efforts financially, and may receive a membership for that contribution.

BE IT RESOLVED, that in the case of multiple memberships purchased by a member, only one may be designated on membership records as "voting" and a member may only vote and/or hold office in the chapter/state organization designated as "voting" all others must be designated on membership records as "non-voting." Temporarily changing chapters for the purpose of voting in another chapter shall be considered a violation of this policy.

See Also: Membership Records

Article VI. Officers

[Excerpted from National Bylaws, 7/93]

Section 4. Nominations

Nominations for officer tickets shall be submitted to the Nominating Committee in writing together with an information sheet about each candidate on the ticket in accordance with Article IX, Section 1,B, provided that nothing in this shall be interpreted to require tickets for the election of National Board members in the regions.

Each officer ticket submitted to the Committee must contain a nomination for every officer position. After the report of the Nominating Committee is given at the National Conference, nominations for additional officer tickets will be taken from the floor.

Section 5. Elections

One of the proposed officer tickets shall be elected by a majority vote of the duly credentialed delegates present whose preferences are counted in the final tally at the National Conference. If there are more than two officer tickets nominated, preferential voting shall be used, and balloting shall be conducted according to the parliamentary authority prescribed in these bylaws.

Article VII. The National Board

Section 4. Regional Election of Board Members

- A. There shall be nine Regions which shall be:
- (1) **Northeast**- Maine, New Hampshire, Vermont, Massachusetts, Connecticut, New York, Rhode Island;
 - (2) **Mid-Atlantic**- New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia;
 - (3) **Southeast**- North Carolina, South Carolina, Georgia, Florida, Puerto Rico, Virgin Islands;
 - (4) **Mid-South**- Tennessee, Alabama, Mississippi, Arkansas, Louisiana;
 - (5) **South Central**- Texas, Oklahoma, New Mexico, Kansas, Colorado;
 - (6) **Great Lakes**- Michigan, Wisconsin, Ohio, Indiana, Illinois, Kentucky;
 - (7) **Prairie States**- Minnesota, Missouri, Iowa, North Dakota, South Dakota, Nebraska;
 - (8) **Northwest**- Washington, Alaska, Oregon, Montana, Idaho, Wyoming; and
 - (9) **Southwest**-California, Nevada, Utah, Arizona, Hawaii, Guam, American Samoa, Trust Territory of the Pacific Islands.
- B. Based on the number of members within the region as defined in this section, each region shall be allocated
- (1) a number of Board seats;
 - (2) a maximum number of Board members allowed from an individual state; and
 - (3) the minimum number of Board seats which shall be filled by persons of color. The paid NOW membership on national records as of January 1 of the year in which the election of Board members is held shall be used to determine allocation of the Board seats.
1. Regions with 12,500 members or fewer shall be allocated three Board seats; no more than two Board members may come from any one state; a minimum of one Board seat shall be filled by a person of color.
 2. Regions with at least 12,501 members and fewer than 25,001 members shall be allocated four Board seats; no more than two Board members may come from any one state; a minimum of one Board seat shall be filled by a person of color.
 3. Regions with at least 25,001 members and fewer than 37,501 members shall be allocated five Board seats; no more than three Board members may come from only one state; except that no more than four shall be from the state of California; a minimum of two Board seats shall be filled by persons of color.
 4. Regions with at least 37,501 members shall be allocated six Board seats; no more than four Board members may come from any one state; a minimum of two Board seats shall be filled by persons of color.

Section 5. Procedures and Standards for Elections in Regions

- A. Any NOW member who has been a member in good standing for at least two years immediately prior to the date of election shall be eligible to serve on the National Board. Board Members must remain residents of the region from which elected in order to remain on the Board.
- B. All National Board members shall be elected at regional conferences at which all members of the region in good standing whose dues are received by the national organization or its appropriate subunits at least ninety days prior to the conference and who are present may vote. Minimum procedures shall be:

ELECTIONS

1. The National Board members must be elected by a majority of the votes cast. Preferential or cumulative voting is permissible. In preferential voting, Board members must be elected by a majority of preferences counted in the final tally.
2. At least sixty days notice in an every-member NOW publication must be given of regional elections for national Board members.
3. The site(s) of the conference must be chosen by a majority vote of the State Coordinators voting.
4. The procedure for nominating National Board members in the regions shall be the same as that for nominating officers of the national organization. The State Coordinators in each region shall serve as the nominating committee for that region.
5. Regional elections shall be held in the month of March, April or May of even-numbered years.

Section 6. Terms of Office

- A. National Board members elected in the regions shall hold office for a term of two years or until their successors are elected; except that Board members elected in 1983 shall serve three-year terms until 1986. Subsequent terms shall be for two years.
- B. Board members shall take office at the close of the National Conference in the year in which they are elected.
- C. No Board members shall be eligible to serve more than two consecutive terms. In the case of Board members elected to fill a vacancy under Article XII, their partial term shall not be considered in determining the term limitation.
- D. Any National Board member who is absent from three consecutive National Board meetings for which reimbursement is provided shall be automatically removed from the national Board without recourse to Article XII, Section 2, Removals.

Article VIII. Membership Meetings

Section 2. Voting Privileges

- A. Only delegates in good standing whose dues are received by the national organization or its appropriate subunits at least ninety days prior to the Conference and who are duly registered and in attendance shall be eligible to vote at the Conference. Each delegate shall have one vote. Delegates shall be chosen from the chapters, with one delegate for the first ten members and one delegate for each additional thirty members or major fraction thereof.

Alternates equal in number to one-fourth of the delegates in the chapter shall be elected and numbered according to the order in which they will be called upon to serve. Chapters shall elect at least one alternate. Members-at-large shall elect one delegate for the first ten members and one delegate for each additional thirty members or major fraction thereof present and eligible to vote at a state conference. National officers, National Board members, and State Coordinators/Presidents shall be voting delegates at the National Conference.

- B. A Credentials Committee of at least six members shall be appointed by the President with the approval of the Board at least six months prior to the National Conference. The paid NOW membership on national records on the date 120 days before the national Conference shall be used to determine allocation of the delegates.

The Credentials Committee shall notify the chapters and state organizations at least ninety days in advance on the National Conference of the number of delegates eligible from the

ELECTIONS

chapter or state at-large membership. Chapters and states shall submit names of delegates to the Credentials Committee. Delegates' names sent no fewer than thirty days before the first day of the National Conference shall be pre-credentialed.

1994 Conference Rules

I. Admission

- A. The Conference shall be open to all persons properly registered. Registration badges shall be issued to identify members, visitors, special guests and press, and shall be required for admittance to any segment or function of the Conference.
 - 1. "Members" shall be defined as persons having an expiration date of 9403 (March 1994) or later and whose dues were paid to the National Organization for Women prior to the opening of registration for the Conference. The membership of persons who join NOW during the Conference shall take effect upon the adjournment of the Conference.
 - 2. "Visitors" shall be defined as persons who are not members of NOW. "Special guests" shall include speakers, entertainers and others designated by the President.
 - 3. "Press" shall be defined as persons who may report on the Conference to the public through any media other than NOW publications or podiums.
- B. Press shall be required to register at the press table prior to receiving press badges and relevant information.
- C. Members who are press, upon completing their registration for the Conference, shall be required to sign a statement that, in the event the Conference or any segment or function thereof votes at any time to exclude press, members with press identification who choose to remain in such session(s), pledge, by their continuing presence therein, not to report on the general substance or the details of such session(s) through any media other than NOW publications or podiums.

II. DELEGATES

- A. The Credentials Committee shall certify delegates and alternates to the conference, and shall issue voting credentials to delegates. In order to be eligible to be a delegate, a member must have (1) an expiration date of 9403 (March 1994) or later for renewing members; or (2) proof of payment of dues to the National Organization for Women by April 2, 1994 for new members.
- B. It shall be the responsibility of delegates who leave the Conference to report their departure(s) and surrender their credentials to the Credentials Committee. When notified, the Credentials Committee shall issue voting credentials to the eligible alternates. A brief absence of a delegate shall not entitle an alternate to be credentialed to vote. Credentials will not be returned to delegates who have relinquished them. If delegates leave the Conference without notifying the Credentials Committee, the Committee will make reasonable efforts to locate such delegates before issuing credentials to the eligible alternate. It is the responsibility of alternates to be in attendance at all sessions in readiness to replace delegates.
- C. The Chair of the Credentials Committee shall report at the opening of each plenary session the number of delegates credentialed. The final report shall include the total conference registration.
- D. Challenges to voting rights shall be referred to the Credentials Committee. The Credentials Committee shall report to the Conference on any credentials challenges and their disposition.

ELECTIONS

III. Plenary Sessions

A. Delegates shall be seated by regions. Each region shall be marked with a sign bearing the names of the states within that region.

B. Motions and Debate:

1. At the opening session, the presiding officer shall appoint a Timekeeper, Plenary Facilitator, Tellers Committee, and Facilitators Committee.
 - a. The Timekeeper(s) shall indicate the expiration of time on each item.
 - b. The Plenary Facilitator shall assist members, upon their request, by providing assistance with parliamentary inquiries and other "red" card items.
 - c. The Facilitators Committee shall staff microphones, maintain order in plenary sessions and implement the decisions of the body pertaining thereto; assist Hearings Chairs and workshop coordinators in facilitating orderly proceedings and preventing over crowding in workshops.
2. Motions shall be presented by delegates. Upon introduction of a motion, it shall be submitted in writing to the Secretary, signed with the proponent's name, classification, and chapter or state affiliation. Makers of motions shall be entitled either to open or to close debate on their motions.
3. While delegates are the only persons who can make motions, all NOW members are entitled to speak to motions. Speakers shall be limited to three (3) minutes of discussion on each motion. No person shall speak a second time to an issue until all persons seeking recognition shall have had an opportunity to speak. Visitors may participate in floor discussion only upon invitation of the presiding officer, the National Board, or the Conference.
4. Total discussion time for each agenda item shall be announced by the presiding officer in accordance with the Conference agenda.
5. Persons desiring to speak from the floor shall form lines behind the microphones and shall indicate to the "mike" facilitators their classification (delegate or non-delegate) and the purpose for which recognition is sought. The facilitator shall convey such information to the presiding officer by means of colored cards as follows: green, main motion or debate; red, privileged or incidental motion; yellow, subsidiary motion. After recognition of the facilitator and prior to debating, speakers shall state their name, classification, and chapter or state affiliations.
6. When questions are put to a vote, the microphone lines and aisles shall be cleared and all persons shall be seated. Aisles and microphones shall remain clear until the vote is completed.

C. Voting in Plenary Session

1. Voting shall be accomplished by seated delegates raising their credentials.
2. If a vote is inconclusive, delegates shall stand and raise their credentials.
3. If a standing vote is inconclusive, the presiding officer may order, or the body may request, a standing counted vote.

D. Procedure for Standing Counted Vote

1. The count is taken by having those in the affirmative rise and stand until counted, then having those in the negative rise and stand until counted.

ELECTIONS

2. The tellers shall count off each delegate who shall be seated one at a time after being counted.
3. No one shall be allowed to enter or leave the hall while a count is being taken.
4. Smoking shall not take place within the plenary hall, workshops, issue hearings or caucus rooms, exhibit areas, or the hallways outside these rooms.

IV. Hearings

- A. Hearings will be comprised of the following: a chair, resource person(s), and NOW participants.
- B. The Chair will begin each hearing by reviewing the format of the hearing. A copy of the Issues and Administrative Policy Manuals shall be available in the Conference office for chairs' and members' use to review current policy on the issues.
- C. Robert's Rules of Order, Newly Revised, shall be the parliamentary authority.
- D. At the beginning of the hearing, the Chair shall be advised of the number of resolutions being presented. The Chair will divide the allotted time by the number of resolutions to be considered (this does not mandate equal time per resolution), including time for discussion and time for voting on final wording and prioritizing. In order to consider all ideas, strict time division will be maintained. Time may also be allotted per speaker.
- E. The voting procedures shall be:
 1. All NOW members registered at the Conference shall be eligible to vote in Hearings.
 2. After discussion of all resolutions presented to the Hearing, the chair shall conduct a vote on each resolution. Members may vote for or against as many resolutions as they choose.
 3. If two or fewer resolutions receive a majority vote, those resolutions shall be forwarded to the Resolutions Committee for plenary consideration.
 4. If more than two resolutions receive a majority vote, the chair shall conduct a second round of voting on those resolutions which received a majority vote. During this second round of voting, members may vote for only two of fewer resolutions.
 5. The two resolutions which receive the highest affirmative votes in the second round of voting shall be forwarded to the Resolutions Committee for plenary consideration.
- F. Resolutions which result from the hearings must comply with the requirements for resolutions contained in these rules.
- G. Members may not be denied admittance to a hearing at any time except temporarily when a vote is in progress on an individual motion, amendment or resolution.

V. Resolutions

- A. Who may submit resolutions:
 1. Resolutions may be submitted by the chair of the issue hearings and/or her/his designee signed by the chair. Only two (2) resolutions shall be accepted from each issue hearing. Such resolutions must be adopted in accordance with the voting procedures described in Section IV, E. of these rules.
 2. Other than from issue hearings, resolutions may be submitted if signed by 250 NOW members registered at the Conference.
- B. Deadline for Submission:
 1. The deadline for submission of resolutions from issue hearings shall be one and one-half (1 and 1/2) hours after the agenda scheduled time for the adjournment of the issue hearing submitting the resolution(s).

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2. Resolutions submitted with 250 signatures of NOW members registered at the Conference shall be submitted no later than one and one-half (1 and 1/2) hours after the adjournment of the last regularly scheduled issue hearing.

C. Location for Submission of Resolutions:

1. Resolutions shall be submitted to the Resolutions Committee via its designee at the Conference office.

D. Format of Resolutions

1. Resolutions must be typed, single spaced on 8 1/2 x 11 inch paper. All resolutions shall be no more than one page, one side in length. All four margins (top, bottom, right, left) shall be at least one inch. Resolutions shall be printed in type size no smaller than 9-point; 10-point or larger is preferred.
2. Each resolution shall be submitted on a separate sheet ready for production. The Resolutions Committee requires the submission of the original signed copy and one copy ready for reproduction without signatures. Signatures shall be on file with the Resolutions Committee for reference.
3. If multiple pages of signatures are submitted, the text of the resolution must appear on the front and/or back of each page of signatures.
4. Each member signing a resolution for submission shall print her/his name, sign her/his name, and indicate her/his chapter or state affiliation.
5. Submitters are responsible for typing and proofing resolutions ready for reproduction. Computers/word processors will be available for NOW members.

E. Proposed Order of Consideration:

1. The Resolutions Committee shall present the order of consideration of resolutions which may be amended by a two-thirds (2/3) vote.

VI. Workshops

- A. Workshops shall be open to all Conference registrants. In the event that any workshop becomes overcrowded, priority for seating shall be given to members. Voting shall be limited to members.
- B. Participation in discussion may, at the discretion of the facilitator or by majority vote, be limited to members.
- C. Workshops may exclude press, cameras and/or tape recorders.

VII. Materials

- A. Distribution, sale, and/or display of materials and/or literature shall be confined to the sales area, with the exception of NOW materials.
- B. No political party, group, or candidate with the exception of NOW PAC and NOW Equality PAC endorsed or supported candidates, shall distribute materials and/or literature except in the sales area; hold forums, work shops, caucuses or seminars; collect or attempt to raise funds; or otherwise use the National NOW Conference and/or its members for partisan political purposes.

VIII. Fundraising

- A. Fundraising events are not permitted by any individual or NOW sub-units without the express permission of the Executive Committee.

IX. Authority

- A. This conference shall be governed by the Bylaws of the National Organization for Women, Inc.; Roberts Rules of Order, Newly Revised; and these Conference rules.

1993 Election Rules

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1. Members of the Elections Committee, once appointed, shall not take part in any campaign work for anyone seeking office at the National NOW Conference. The Elections Committee may recruit assistants to help with the logistics of conducting the election. Assistants may not wear campaign materials while on duty.
2. There shall be made available to each candidate slate one leadership and one delegate mailing facilitated by the Elections Chair and the national Office. In the mailing, each candidate shall be allowed a maximum of one two-sided 8 1/2 x 11 page of camera ready copy. In addition, the slate may have one page of material detailing the platform of the entire slate. These mailings will be at no cost to the candidates.
3. One copy of the leadership list and one copy of the delegate list shall be made available at cost to declared candidates. In any mailing on whatever subject, when the list was supplied by a candidate or her/his organization, the name of the candidate must be so indicated in the mailing. Multiple communications are permissible.
4. All written campaign materials should contain the following disclosure: "paid for and authorized by: name of the individual, name of the group (if applicable), address. "Any written materials at the conference not having this disclosure statement will be confiscated by the Elections Committee. The NOW logo will not appear on campaign literature or material except incidentally within a photograph of the candidate.
5. Staff persons acting on their own time and at their own expense may campaign for any candidate for NOW office, but may not be required to do so. National NOW premises, facilities and supplies shall not be used for campaign purposes.
6. No campaign materials other than the report of the Nominating Committee may be placed in the conference packet. The Nominating Committee report shall include one two-sided, 8 1/2 x 11 sheet submitted by the candidate. Plus one (optional) additional sheet detailing the platform of each slate of candidates may be included.
7. Sample ballots may be used provided that prior to circulation they be submitted to and approved by the Elections Committee. All sample ballots must have spelling and name order verified by the Elections Committee. Sample ballots shall be subject to the same requirements set forth in #4 regarding campaign materials.
8. There shall be no electioneering or campaign materials displayed (except on the human body) or distributed either within 30 feet of the entrance to the polling place or inside the Registration, Credentialing, and Polling rooms.
9. No one may wear campaign materials while registering or credentialing Conference participants or delegates.
10. Members of the Elections Committee may not campaign or contribute to any campaign.
11. Each presidential nominee shall be prepared to give a 20-minute presentation on her/his behalf. The remainder of the time will be utilized for question periods for each office. The length of these periods will be based on the number of candidates for each office in relation to the total time available. All candidates for any given office will be given the opportunity to respond to any question posed. All questions must be appropriate for response by all candidates for an office. Responses will be limited to one (1) minute per candidate. In addition, each candidate will be given one (1) minute for closing comments.
12. There shall be an opportunity provided at Regional Caucuses for a candidate forum. For this purpose, the nine (9) regions shall be grouped in four (4) caucuses based on the size of the delegations in the preregistration for the Conference. Candidates shall rotate amongst the caucuses in groups based on the office sought.
13. Violations of these rules should be promptly reported to the Chair of the Elections Committee.

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- If the Elections Committee determines that a campaign violation has occurred, the Committee may assess a fine of up to \$100.00, depending on the severity of the violation.
14. Distribution and display of campaign materials is contingent on the submission of the disclosed record of sources of income and expenditures to the Elections Chair.
 - A. Disclosure reports may be submitted at the Board meeting prior to the opening of the Conference.
 - B. Disclosure reports may be submitted any time at the Elections Conference but preferably before the opening of the Conference. No candidate shall be allowed to distribute or display her/his election materials until such report is provided to the Elections Chair. These reports shall be posted as soon as is feasible by the Elections Committee. These reports shall include actual and anticipated expenditures to date. Individual (monetary and in-kind) contributions in excess of \$50 must be listed by the name of the donor. A final report of campaign income and expenditures shall be provided to the Elections Chair no later than 30 days after the to the Elections Chair no later than 30 days after the Conference. These reports shall be available for any member of NOW upon request at cost.
 15. Candidates may not accept contributions from national NOW vendors or their corporate offices. No outside organizations, political parties or their subunits may contribute to a campaign either directly or indirectly or through their corporate officers.
 16. Travel reimbursement from the National NOW Treasury for incumbent officers and others shall not be allowed beginning 30 days prior to the opening of the National Conference. Action Center staff assigned to work on the conference are excepted from this prohibition providing they do not campaign during such travel and are not themselves candidates for office.
 17. The following rules shall constitute the press guidelines for candidates for national office:
 - A. The goal of the NOW press office is first and foremost to develop favorable coverage of NOW in the national media. The office will work to create positive images of all candidates running for national office in NOW on a non-partisan basis.
 - B. The NOW press office is neutral territory, and there will be no campaigning permitted in the area. NOW press staff and volunteers are prohibited from campaigning (that includes partisan buttons and paraphernalia) while identified as press workers. Anyone violating that neutrality of the press area will be prohibited from working in that area.
 - C. There will be one area in the press room for the display of campaign material for all candidates. Only those wearing NOW press badges, or registering for same, will be permitted in the press office. Each candidate will be permitted to register herself and her/his press assistants.
 - D. Press aides for candidates, who must be registered with the NOW press office, may use the resources of the press room. This use is conditional, based on the needs of the organization as a whole, and may be rotated on a scheduled basis if facilities become too crowded. Press conference areas will also be available to campaigns in rotation, to be scheduled through the press secretary. Anyone violating the neutrality of the press area will be prohibited from using the resources of the press area.
 - E. NOW's policy statement regarding Who Speaks for NOW, adopted by the

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National Board in July of 1978, must be observed. (See the Administrative Policy Manual).

- F. In speaking to reporters, candidates and their staffs should remember that their words create the world's impression of NOW. Therefore, campaign rhetoric that attacks NOW members or their motives should be avoided during interviews. It is clearly better if each NOW candidate is viewed as a champion of ideas rather than the enemy of her sisters. Discussion of internal politicking should be avoided in front of reporters.
- G. All NOW members should be cautious in speaking to reporters, as even "off the record" comments could find their way into print, with the member's name attached. Embarrassment to both the individual member, and to the organization, should be considered prior to interviews, and should obviously be avoided.

1990 Conference Rules

I. Admission

- A. The Conference shall be open to all persons properly registered. Registration badges shall be issued to identify members, visitors, special guests and press, and shall be required for admittance to any segment or function of the Conference.
 - 1. "Members" shall be defined as persons having an expiration date of 9003 (March 1990) or later and whose dues were paid to the National Organization for Women prior to the opening of registration for the Conference. The membership of persons who join NOW during the Conference shall take effect upon the adjournment of the Conference.
 - 2. "Visitors" shall be defined as persons who are not members of NOW. "Special guests" shall include speakers, entertainers and others designated by the President.
 - 3. "Press" shall be defined as persons who may report on the Conference to the public through any media other than NOW publications or podiums.
- B. Press shall be required to register at the press table prior to receiving press badges and relevant information.
- C. Members who are press, upon completing their registration for the Conference, shall be required to sign a statement that, in the event the Conference or any segment or function thereof votes at any time to exclude press, members with press identification who choose to remain in such session(s), pledge, by their continuing presence therein, not to report on the general substance or the details of such session(s) through any media other than NOW publications or podiums.

II. Delegates

- A. The Credentials Committee shall certify delegates and alternates to the Conference, and shall issue voting credentials to delegates. In order to be eligible to be a delegate, a member must have (1) an expiration date of 9003 (March 1990) or later for renewing members; or (2) proof of payment of dues to the National Organization for Women by March 31, 1990 for new members.
- B. It shall be the responsibility of delegates who leave the Conference to report their departure(s) and surrender their credentials to the Credentials Committee. When notified, the Credentials Committee shall issue voting credentials to the eligible alternates. A brief absence of a delegate shall not entitle an alternate to be credentialed to vote. Credentials will not be

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returned to delegates who have relinquished them. If delegates leave the Conference without notifying the Credentials Committee, the Committee will make reasonable efforts to locate such delegates before issuing credentials to the eligible alternate.

- C. The Chair of the Credentials Committee shall report at the opening of each plenary session the number of delegates credentialed. The final report shall include the total conference registration. It is the responsibility of alternates to be in attendance at all sessions in readiness to replace delegates.
- D. Challenges to voting rights shall be referred to the Credentials Committee. The Credentials Committee shall report to the Conference on any credentials challenges and their disposition.

III. Plenary Sessions

- A. Delegates shall be seated by regions. Each region shall be marked with a sign bearing the names of the states within that region.

B. Motions and Debate

1. At the opening session, the presiding officer shall appoint a timekeeper(s), a Tellers Committee, and a Facilitators Committee.
 - a. The timekeeper(s) shall indicate the expiration of time on each item.
 - b. The Facilitators Committee shall staff microphones, maintain order in plenary sessions and implement the decisions of the body pertaining thereto; it shall assist Hearings Chairs in facilitating orderly proceedings; it shall assist workshop coordinators in facilitating orderly proceedings and in preventing overcrowding in workshops.
2. Motions shall be presented by delegates. Upon introduction of a motion, it shall be submitted in writing to the Secretary, signed with the proponent's name, classification, and chapter or state affiliation. Proponents of motions shall be entitled either to open or to close debate on their motions. Visitors may participate in floor discussion only upon invitation of the presiding officer, the National Board, or the Conference.
3. Speakers shall be limited to three (3) minutes of discussion on each motion. No person shall speak a second time to an issue until all persons seeking recognition shall have had an opportunity to speak.
4. Total discussion time for each agenda item shall be announced by the presiding officer in accordance with the Conference agenda.
5. Persons desiring to speak from the floor shall form lines behind the microphones and shall indicate to the "mike" facilitators their classification and the purpose for which recognition is sought. The facilitator shall convey such information to the presiding officer by means of colored cards as follows: green, main motion or debate; red, privileged or incidental motion; yellow, subsidiary motion. After recognition of the facilitator and prior to debating, speakers shall state their names, classification, and chapter or state affiliations.
6. When questions are put to a vote, the microphone lines and aisles shall be cleared and all persons shall be seated. Aisles and microphones shall remain clear until the vote is completed.

C. Voting in Plenary Session

1. Voting shall be accomplished by seated delegates raising their credentials.

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2. If a vote is inconclusive, delegates shall stand and raise their credentials.
 3. If a standing vote is inconclusive, the presiding officer may order, or the body may request, a standing counted vote.
- D. Procedure for Standing Counted Vote
1. The count is taken by having those in the affirmative rise and stand until counted, then having those in the negative rise and stand until counted.
 2. The tellers shall count off each delegate who shall be seated one at a time after being counted.
 3. No one shall be allowed to enter or leave the hall while a count is being taken.
 4. Smoking shall not take place within the plenary hall, workshops, issue hearings or caucus rooms.
- IV. Hearings
- A. Hearings will be comprised of the following: a chair, resource person(s), and NOW participants.
 - B. The Chair will begin each hearing by giving a short presentation on the current NOW policy (if any) on the issue area, and by establishing the format of the hearing.
 - C. Robert's Rules of Order, Newly Revised, will be the parliamentary authority.
 - D. At the beginning of the hearing, the Chair shall be advised of the number of resolutions being presented. The Chair will divide the allotted time by the number of resolutions to be considered (this does not mandate equal time per resolution), including time for discussion and time for voting on final wording and prioritizing. In order to consider all ideas, strict time division will be maintained. Time may also be allotted per speaker.
 - E. Resolutions which result from the hearing must comply with the requirements for resolutions contained in these rules.
 - F. Members may not be denied admittance to a hearing at any time except temporarily when a vote is in progress on an individual motion, amendment or resolution.
- V. Resolutions
- A. Who may submit resolutions
1. Resolutions may be submitted by the chair of the issue hearings and/or her/his designee signed by the chair. Only two (2) resolutions shall be accepted from each issue hearing. Such resolutions must have been adopted by a majority vote of those members present and voting at the hearing. All conference participants who are NOW members may vote in the hearings.
 2. Other than from issue hearings, resolutions may be submitted if signed by 250 NOW members registered at the Conference.
- B. Deadline for Submission
1. The deadline for submission of resolutions from issue hearings shall be one and one-half (1 and 1/2) hours after the agenda scheduled time for the adjournment of the issue hearing submitting the resolution(s).
 2. Resolutions submitted with 250 signatures of NOW members registered at the Conference shall be submitted no later than one and one-half (1 and 1/2) hours after the adjournment of the last regularly scheduled issue hearing.
- C. Location for Submission of Resolutions
1. Resolutions shall be submitted to the Resolutions Committee via its designee at the Conference office.
- D. Format of Resolutions
1. Resolutions must be typed, single spaced on 8 1/2 x 11 inch paper. All resolutions shall be no more than one page, one side in length. The left hand margin must be at least 1 and 1/2 inches in width and the right hand and bottom margins must be at least one inch. Resolutions

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- shall be printed in type size no smaller than 9-point; 10-point or larger is preferred.
2. Each resolution shall be submitted on a separate sheet as camera-ready copy. The Resolutions Committee requires the submission of the original signed copy and one camera-ready copy without signatures. Signatures will be on file with the Resolutions Committee for reference.
 3. If multiple pages of signatures are submitted, the text of the resolution must appear on the front and/or back of each page of signatures.
 4. Each member signing a resolution for submission shall print her/his name, sign her/his name, and indicate her/his chapter or state affiliation.
 5. Submitters are responsible for typing and proofing camera-ready copy. Typewriters will be available for NOW members who need them.
- E. Proposed Order of Consideration
1. The Resolutions Committee shall present a proposed order of consideration of resolutions for adoption by the Conference plenary session on Sunday, July 1, 1990.
- VI. Workshops
- A. Workshops shall be open to all Conference registrants. In the event that any workshop becomes overcrowded, priority for seating shall be given to members. Voting shall be limited to members.
 - B. Participation in discussion may, at the discretion of the facilitator or by majority vote, be limited to members.
 - C. Workshops may exclude press, cameras and/or tape recorders.
- VII. Materials
- A. Distribution, sale, and/or display of materials and/or literature shall be confined to the sales area, with the exception of NOW materials.
 - B. No political party, group, or candidate with the exception of NOW candidates for National NOW office, shall distribute materials and/or literature except in the sales area; hold forums, workshops, caucuses or seminars; collect or attempt to raise funds; or otherwise use the National NOW Conference and/or its members for partisan political purposes.
- VIII. Fundraising
- A. Fundraising events are not permitted by any entity, including NOW sub-units, without the express permission of the Executive Committee.
- IX. Authority
- A. This conference shall be governed by the Bylaws of the National Organization for Women, Inc.; Roberts Rules of Order, Newly Revised; and these Conference rules.

1/90

Moved that the Supplement to the Method for Counting Preferential Ballots be retained but that it be renamed "Supplement to the Method for Counting Preferential Ballots for Regions Electing Three or Four National Board Members". (See policy adopted 2/79).

1/90

Moved the adoption of the Supplement to the Method for Counting Preferential Ballots for regions Five or Six National Board Members.

SUPPLEMENT TO THE "METHOD FOR COUNTING PREFERENTIAL BALLOTS" -- FOR REGIONS ELECTING FIVE OR SIX NATIONAL BOARD MEMBERS

In 1989 the national NOW bylaws were amended to provide for the election of National Board

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members based on the number of NOW member per region (Article VII, Section 4, B). Under this amended bylaw, some NOW regions will, for the first time, be eligible to elect five or six National Board members.

The "Method For Counting Preferential Ballots" is hereby supplemented to provide uniform instructions to these "five" and "six" Board member regions for counting preferential ballots under amended bylaws.

Note: that the original "Method for Counting Preferential Ballots" and the "Supplement To The - Method For Counting Preferential Ballots -- For Regions Electing Three Or Four National Board Members" are still in effect. This supplement applies only to regions electing five or six National Board members.

SOME PRINCIPLES UPON WHICH THE AMENDED PROCEDURES ARE BASED

1. Whenever possible [while still complying with the "maximum three or four Board members from one state" and the "minimum of two Board seats to be filled by persons of color" provisions] the candidates receiving the highest number of votes and achieving the required majority are to be elected.
2. If there are no candidates who are persons of color, the region shall elect two less than its full complement of Board members and the unfilled seats shall be considered to be vacant until such time, if any, as the seats are filled with persons of color in accordance with the vacancy procedures specified in the national NOW bylaws (Article XII, Section 3.)

If only one of the two minimum Board seats allocated to persons of color is filled via the election procedure, the region shall elect one less than its full complement of Board members and the unfilled seat shall be considered to be vacant until such time, if any, as the seat is filled with a person of color in accordance with the vacancy procedures specified in the national NOW bylaws (Article XII, Section 3.)

3. There is, of course, no maximum number of persons of color who can be elected. The affirmative action provisions of the national NOW bylaws simply establish a minimum number of Board seats that must be filled by persons of color.

So long as the "maximum number per state" restrictions are complied with and all persons are elected by the required majority vote, regions may elect up to five (or six) persons of color. The requirement that a minimum number of Board seats be filled by persons of color does not imply that there is such a thing as a "person of color" seat (or seats) nor shall there be a separate and distinct election for candidates who are persons of color.

4. To ensure that preferential balloting is implemented correctly, it is essential that balloting procedure be rigorously adhered to. Elections Committees should be familiar with the "Method For Counting Preferential Ballots." They should never attempt to short-cut the process, "guess ahead" or otherwise deviate from the basic procedures outlined in the "Method For Counting Preferential Ballots."

The required method specifies, for example, that the first step in the counting procedure for each Board seat is to return the ballots to a single pile. In other words, the first step for counting each Board seat is to "start all over again."

The ballots are then distributed anew into piles for "1st" preferences. Then the ballots of candidates who are already elected are redistributed for "2nd" (or successive) preferences. Then the ballots of candidates who are ineligible, if any, for the particular seat (due to maximum number per state restriction or minimum number of seats to be filled by persons of color) are redistributed for "2nd" or (successive) preferences.

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The result is the first tally for the particular seat. It may yield a majority for an individual eligible candidate. If it does not, the preferential redistribution of ballots takes effect: the candidate with the smallest number of ballots in her/his pile is eliminated and that candidate's ballots are redistributed for next eligible preference. This procedure is followed until a candidate secures the required majority for election.

The "Method For Counting Preferential Ballots" also provides for the "elimination" (during the counting for any individual seat) of those ballots that cannot be redistributed because full preferences have not been cast. If a ballot cannot be placed in any candidate's pile because no further eligible preferences have been indicated, that ballot is set aside (for the count of that seat). As a result the total number of ballots cast is correspondingly lowered as is the number of ballots required for a majority.

5. In accordance with Roberts Rules of Order, Newly Revised, "if at any point two or more candidates... are tied for the least popular position, the ballots in their piles are redistributed in a single step, all of the tied names treated as being eliminated. In the event of a tie in the winning position -- which would imply that the elimination process is continued until the ballots are reduced to two or more equal piles -- the election should be resolved in favor of the candidate... that was strongest in terms of first choices (by referring to the record of the first distribution)."

NOTE: The procedures which follow for regions electing five or six Board members contain a great deal of detail, but no procedures of this kind can be guaranteed to anticipate every single situation which can occur.

In the event that an Elections Committee discovers at a later point in the tallying process that it should have declared one or more candidates ineligible for a particular seat or seats in order to comply with the affirmative action requirements or the maximum number per state restrictions, the Elections Committee should:

- Go back to the count for that seat
- Re-count the seat
- And then re-count the ballots for all subsequent seats.

The only way to ensure accurate election results is to re-perform the affected count and the counts for all subsequent seats.

PROCEDURES FOR REGIONS ELECTING FIVE BOARD MEMBERS *⁵

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Member are counted first.)
- II. Count the ballots for the second Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- B. IF the candidate elected to the first seat is not a person of color,
AND
IF the candidates who are persons of color all come from the same state as the person who was elected to the first Board seat,
AND
IF there is more than one candidate who is a person of color,
THEN

⁵ * This procedure does not apply to the Southwest Region which has a different "maximum number per state" provision. See "Procedure For the Southwest Region" which follows.

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The only candidates eligible for election to the second Board seat are:

- Candidates from a different state

AND

- The candidates from the state who are persons of color.

III. Count the ballots for the third Board seat.

A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.

B. IF both of the candidates elected to the first and second seats come from the same state,

AND

IF one or none of the candidates elected to fill the first and second seats is a person of color,

AND

IF there is at least one remaining candidate who is a person of color and who is from the same state as the persons elected to the first and second seats

AND

IF there is an insufficient ⁶ number of candidates who are persons of color from states other than the state from which the already elected candidates come

THEN

The only candidates eligible for election to the third Board seat are:

- Candidates from a state different than the state of the persons elected to the first and second seats,

AND

- Candidates who are persons of color.

IV. Count the ballots for the fourth Board seat.

A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.

B. IF the first three seats have been filled by persons who are not persons of color,

THEN

Only those candidates who are persons of color are eligible for this seat.

C. IF the first three seats have been filled by persons from the same state,

THEN

Only those candidates from different state are eligible to fill this seat.

D. IF two of the three persons elected to fill the first three seats are from the same state,

AND

IF one of the seats already filled has been filled with a person of color,

AND

IF there is at least one remaining candidate who is a person of color and who is from the same state as the persons elected to two out of the first three seats,

AND

IF there is an insufficient ⁷ number of candidates who are persons of color from states other than the

⁶ "Insufficient" means that the minimum affirmative action requirement (at least two persons of color out of the five total Board seats for the region) cannot be met (or, at a minimum, partially met) without electing one (or one additional, if one person of color has already been elected) person of color candidate from the same state as the two candidates already elected to the first two seats.

⁷"Insufficient" means that the minimum affirmative action requirement (at least two persons of color out

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state from which three of the four already elected candidates come,

THEN

The only candidates eligible for election to the fourth seat are:

- Candidates who are persons of color,

AND

- Candidates from states other than the state from which two of the three already elected persons come.

- V. Count the ballots for the fifth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- B. IF a minimum of two of the four seats already filled have not been filled with candidates who are persons of color,
THEN
The only eligible candidates for this seat are persons of color.
- C. IF three of the four seats already filled have been filled by persons from the same state,
THEN
The only eligible candidates for this seat are candidates from other states.

PROCEDURE FOR THE SOUTHWEST REGION (Five Board Members)

This procedure applies to the Southwest Region for those elections in which the Southwest Region is eligible to elect five National Board Members.

For those elections when the Southwest Region is eligible to elect six National Board members, the Southwest Region will follow the count procedures for all regions which are eligible to elect six Board members.

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Member are counted first.)
- II. Count the ballots for the second Board set.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- B. IF the person elected to the first seat is not from California,
AND
IF there are only two candidates who are persons of color,
AND
IF both of the candidates who are persons of color are from the same state as the person who was elected to the first seat,
THEN
The only candidates eligible for election to the second seat are:
- Candidates who are from a different state than the person elected to the first seat,
- AND
- Candidates from the same state who are persons of color.
- III. Count the ballots for the third Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.

of the five total Board seats for the region) cannot be met without electing one additional person of color candidate from the same state as the state from which two of the three already elected candidates come.

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- B. IF the persons elected to the first and second seats are both from California and neither is a person of color,
AND
IF there are two or more candidates who are persons of color,
AND
IF all the candidates who are persons of color are also from California,
THEN
The only candidates eligible for election to the third seat are:
- Candidates from states other than California
AND
- Candidates from California who are persons of color.
- IV. Count the ballots for the fourth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- B. IF the first three Board seats have been filled with candidates who are not persons of color,
THEN
The only candidates who are eligible for election to the fourth seat are candidates who are persons of color.
- C. IF the candidates elected to the first, second and third Board seats are all from the same state and that state is not California,
THEN
The only candidates eligible for election to the fourth seat are candidates from states other than the state from which the first three Board members came.
- V. Count the ballots for the fifth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- B. IF the candidates elected to the first four seats do not include a minimum of two candidates who are persons of color,
THEN
The only candidates who are eligible for election to the fifth seat are persons of color.
- C. IF all four of the candidates elected to fill first, second, third and fourth seats are from the state of California,
THEN
The only candidates who are eligible to fill the fifth seat are candidates who are from states other than California.
- D. IF three of the candidates elected to the first, second, third and fourth seats are from the same state and that state is not California,
THEN
Additional candidates from that same state are not eligible for election to the fifth Board seat.

PROCEDURE FOR REGIONS ELECTING SIX BOARD MEMBERS

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Members are counted first.)
- II. Count the ballots for the second Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
- III. Count the ballots for the third Board seat.

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- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the candidates elected to the first and second Board seats both come from the same state,
AND
IF the candidates elected to the first and second seats do not include a person of color,
AND
IF the candidates who are persons of color all come from the same state as the persons elected to the first and second seats,
AND
IF there are two or more candidates who are persons of color,
THEN
The only candidates eligible for election to the third seat are:
 - Candidates from a state different than the state of the persons elected to the first and second seats,AND
 - Candidates who are persons of color.
- IV. Count the ballots for the fourth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the candidates elected to the first, second and third Board seats all come from the same state,
AND
IF one of those candidates elected to the first, second or third seats is a person of color,
AND
IF the remaining candidates who are persons of color all come from that same state,
THEN
The only candidates who are eligible for election to the fourth seat are:
 - Candidates from a state different than the state of the persons elected to the first, second and third seats,AND
 - Candidates who are persons of color.
 - C. IF two of the candidates elected to the first, second and third Board seats come from the same state,
AND
IF none of the persons elected to the first, second and third seats is a person of color,
AND
IF there are at least two candidates who are persons of color,
AND
IF all of the candidates who are persons of color come from the same state as the persons elected to two out of the first three seats,
THEN
The only candidates eligible for election to the fourth seat are:
 - Candidates who are persons of color,AND
 - Candidates from a different state than the state of the persons elected to two out of the first three seats.

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- V. Count the ballots for the fifth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the first four Board seats have been filled with persons who are not persons of color,
THEN
The only candidates who are eligible for election to the fifth seat are candidates who are persons of color.
 - C. If the candidate elected to the first four seats are all from the same state,
THEN
Additional candidates from that same state are not eligible for election to the fifth seat.
 - D. IF three of the four persons elected to fill the first four seats are from the same state,
AND
IF none or one of the seats already filled have been filled with persons of color,
AND
IF there is an insufficient⁸ number of candidates who are persons of color from states other than the state from which three of the four already elected candidates come,
THEN
The only candidates eligible for election to the fifth seat are:
 - Candidates who are persons of color,AND
 - Candidates from states other than the state from which three of the four already elected persons come.
- VI. Count the ballots for the sixth Board seat.
- A. Follow the preferential distribution of ballots procedure until a candidate secures a majority and is elected.
 - B. IF the candidates elected to the first five seats do not include a minimum of two candidates who are persons of color,
THEN
The only candidates who are eligible for election to the sixth seat are candidates who are persons of color.
 - C. IF four of the candidates elected to fill the first five seats are from the same state,
THEN
Additional candidates from that same state are not eligible for election to the sixth seat.

1/90

Moved the adoption of the following procedure: that the Regional Director in each region advise the National Bylaws Chair of the name, address, and telephone number(s) of the region's Elections Chair at least one month prior to the region's conference. The Bylaws Chair shall send the following materials to each Elections Chair: Method for counting preferential ballots, the supplement detailing procedures for regions electing three or four National Board members, the supplement detailing procedures for regions electing five or six National Board members, and the minimum standards for Regional elections. The Bylaws Chair shall review these procedures

⁸ "Insufficient" means that the minimum affirmative action requirement (at least two persons of color out of the six total Board seats for the region) cannot be met (or, at a minimum, partially met) without electing one (or one additional if one person of color has already been elected) person of color candidate from the same state as the state from which three of the four already elected candidates come.

ELECTIONS

by telephone with each Elections Chair prior to the conference and shall be "on call" for assistance by phone, if necessary, during the elections counts.

1/90

Moved that if within 21 days prior to a Regional Conference (for those regions whose number of Board Members has changed), the Regional Director determines that the counting procedure for the elections will be difficult, the National Bylaws Chair (or another preferential counting "expert") be funded to travel to the conference to oversee the election and insure that the counting is fair and accurate.

1987 Election Rules

1. The Elections Committee Chair shall be appointed no later than the Fall Board meeting of the year preceding the election. The full committee of nine members shall be appointed prior to February 2 of the election year. The Elections Committee may recruit assistants to help with the logistics of conducting the election. Assistants may not wear campaign materials while on duty. The Rules Committee shall also be appointed by January 1st and shall consist of no less than 3 people.
2. There shall be made available to each candidate one leadership and one delegate mailing facilitated by the Elections Chair and the National Office. In the mailing each candidate shall be allowed a maximum of one two-sided 8 1/2 x 11 page of camera ready copy. These mailings will be done at no cost to the candidates.
3. One copy of the leadership list and one copy of the delegate list shall be made available at cost to declared candidates. In any mailing on whatever subject, when the list was supplied by a candidate or her/his organization, the name of the candidate must be so indicated in the mailing. Multiple communications are permissible.
4. All written campaign materials should contain the following disclosure: "paid for and authorized by: name of individual, name of group (if applicable), address." Any written materials at the conference not having this disclosure statement will be confiscated by the Elections Committee. The NOW logo will not appear on campaign literature or material except incidentally within a photograph of the candidate.
5. Staff persons acting on their own time and at their own expense may campaign for any candidate for NOW office, but may not be required to do so. National NOW premises, facilities and supplies shall not be used for campaign purposes.
6. No campaign materials other than the report of the Nominating Committee may be placed in the Conference packet. The Nominating Committee report shall include one two-sided, 8 1/2 x 11 sheet submitted by the candidate.
7. Sample ballots may be used provided that prior to circulation they be submitted to and approved by the Elections Committee. All sample ballots must have spelling and name order verified by the Elections Committee. Sample ballots shall be subject to the same requirements set forth in #4 regarding campaign materials.
8. There shall be no electioneering or campaign materials displayed (except on the human body) or distributed either within 30 feet of the entrance to the polling place or inside the Registration, Credentialing, and Polling rooms.
9. No one may wear campaign materials while registering or credentialing Conference participants or delegates.
10. Members of the Elections Committee may not campaign or contribute to any campaign.
11. Each presidential nominee shall be prepared to give a 20-minute presentation on her/his behalf. Each other candidate shall be given 10 minutes to speak on her/his behalf. The

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remainder of the time will be utilized for question periods for each office. The length of these periods will be based on the number of candidates for each office in relation to the total time available.

All candidates for any given office will be given the opportunity to respond to any question posed. All questions posed must be appropriate for response by all candidates for an office. Responses will be limited to one (1) minute per candidate. In addition, each candidate will be given one (1) minute for closing comments.

12. There shall be an opportunity provided at Regional Caucuses for a candidate forum. For this purpose the nine (9) regions shall be grouped in five (5) caucuses based on the size of the delegations. Candidates shall rotate amongst the caucuses in groups based on the office sought.
13. Violations of these rules should be promptly reported to the Chair of the Elections Committee. If the Elections Committee determines that a campaign violation has occurred, the Committee may assess a fine of up to \$100.00, depending on the severity of the violation.
14. Distribution and display of campaign materials is contingent on the submission of the disclosure record of sources of income and expenditures to the Elections Chair.
 - A. Disclosure reports may be submitted at the Board meeting prior to the opening of the Conference.
 - B. Disclosure reports may be submitted any time at the Elections Conference but preferably before the opening of the Conference. NO CANDIDATE shall be allowed to distribute or display her/his election materials until such report is provided to the Elections Chair.

These reports shall be posted as soon as is feasible by the Elections Committee. These reports shall include actual and anticipated expenditures to date. Individual (monetary and in-kind) contributions in excess of \$50 must be listed by the name of the donor.

A final report of campaign income and expenditures shall be provided to the Elections Chair no later than 30 days after the Conference. These reports shall be available for any member of NOW upon request at cost.

15. Candidates may not accept contributions from national NOW vendors or their corporate offices. No outside organizations, political parties or their subunits may contribute to a campaign either directly or indirectly or through their corporate officers.
16. Travel reimbursement from the National NOW Treasury for incumbent officers and others shall not be allowed beginning 30 days prior to the opening of the National Conference. Action Center staff assigned to work on the conference are excepted from this prohibition provided they do not campaign during such travel.

7/87

Moved that the press guidelines for candidates be distributed to the candidates for national office. These guidelines will be incorporated into the election rules for future conferences. In addition, the ballot will be set up so that "teams" of candidates be separately listed, in order to speed the counting process without infringing on the right of members to vote for any candidate of their choosing.

PRESS GUIDELINES FOR CANDIDATES

1. The goal of the NOW press office is first and foremost to develop favorable coverage of NOW in the national media. The office will work to create positive images of all candidates running for national office in NOW on a non-partisan basis.
2. The NOW press office is neutral territory, and there will be no campaigning permitted in the area. NOW press staff and volunteers are prohibited from campaigning (that includes partisan buttons and paraphernalia) while identified as press workers. Anyone violating the neutrality

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- of the press area will be prohibited from working in that area.
3. There will be one area in the press room for the display of campaign material for all candidates. Only those wearing NOW press badges, or registering for same, will be permitted in the press office. Each candidate will be permitted to register herself and her press assistants.
 4. Press aides for candidates, who must be registered with the NOW press office, may use the resources of the press room. This use is conditional, based on the needs of the organization as a whole, and may be rotated on a scheduling basis if facilities become too crowded. Press conference areas will also be available to campaigns in rotation, to be scheduled through the press secretary. Anyone violating the neutrality of the press area will be prohibited from using the resources of the press area.
 5. NOW's policy statement regarding Who Speaks for NOW, adopted at the 1978 NOW National Conference, must be observed. A copy of this policy is attached.
 6. In speaking to reporters, candidates and their staffs should remember that their words create the world's impression of NOW. Therefore, campaign rhetoric that attacks NOW members or their motives should be avoided during interviews. It is clearly better if each NOW candidate is viewed as a champion of ideas rather than the enemy of her sisters. Discussion of internal politicking should be avoided in front of reporters.
 7. All NOW members should be cautious in speaking to reporters, as even "off the record" comments could find their way into print, with the member's name attached. Embarrassment to both the individual member, and to the organization, should be considered prior to interviews, and should obviously be avoided.

2/87

Moved that an independent CPA firm obtain, on NOW's behalf, a lock box for receipt of the postal ballots, that the firm pick up the ballots and deliver them to the National Action Center for counting by the Bylaws Postal Ballot Committee in front of the CPA firm and one designated observer from each side of each postal ballot question, and that the CPA firm certify the results of the ballot. See also Bylaws.

7/86

Moved that prior to any regional election, the Regional Director and the Conference Coordinator must be notified by the National Secretary that ballots must be secured and kept until after the Board members elected are seated at their first Board meeting.

11/85

Moved that the National Board of Directors finds that the results of the 1985 election are affirmed and accepts that the election committee report that various problems in the election process did not affect the outcome of the elections and this motion shall be transmitted to any publication that raises innuendo, statement or questions to the opposition on behalf of the National Board.

12/83

The following procedures will be used by the Board to appoint a member to fill the vacancy in the office of Vice President-Executive:

1. Nominations shall be called which shall include the placement in nomination by the National Secretary of those names received in response to the National NOW Times notice.
2. As soon as nominations are closed the nominees shall draw lots for ballot presentation [and]

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- speaking order should preferential balloting become necessary. The Secretary shall draw ballot order lots for absent candidates, if any.
3. Each candidate shall have the opportunity to make a five minute presentation.
 4. There shall be a question and answer period in the manner prescribed by the Board in a separate motion. Each candidate shall be asked three (3) identical questions, chosen at random from questions submitted by the Board Members, each candidate to be given one (1) minute to answer. During such question and answer period, the speaking order of candidates shall rotate.
 5. The election shall be by secret written ballot of the Board with a majority of the valid ballots cast required for election.
 6. A list of the candidates shall be posted at the front of the room in the order designated by lot. A list in the same order shall be typed and duplicated for use as ballots in the event that preferential balloting is required.
 7. The ballots shall be counted by members of the organization who are neither Board members nor candidates.
 8. A secure ballot receptacle shall be used.

2/83

A committee shall be appointed to propose campaign and election rules for National NOW elections; said committee to be appointed no later than December, 1983, to present its proposals to the National Board no later than April, 1984, and said proposals to be adopted (as amended) no later than the fall of 1984.

7/82

The delegate list as of September 15 for the 1982 Conference shall be available at cost to people on the leadership list and declared candidates for National Office. The use of the lists shall be restricted to the elections and resolutions.

7/82

For the 1982 Conference, the list of the number of delegates per chapter shall be available at cost to people on the leadership list and declared candidates for National Office. The use of the list shall be restricted to the elections and resolutions.

7/82

The leadership list (one set of labels per candidate) will be made available at cost to all declared candidates for National NOW office for the 1982 Conference, to be used only for that candidate's election purposes.

7/81

The Credentials Committee shall notify by mail chapters and states that delegate and alternates' names may be submitted at the National Conference in accordance with Article 7, Section 2B as amended in October, 1980. The mailing shall include a list of what forms, verification of delegate status, etc. shall be brought to the Conference.

ELECTION RULES FOR THE TENTH NOW NATIONAL CONFERENCE

7/79

Qualifications for Office

The National NOW Bylaws provide that "all National Officers shall have been members of NOW for at least

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two years prior to election". In addition, candidates for Treasurer "shall have had at least two years experience in a position which deals directly with the management of accounts and the preparation and evaluation of financial statements."

Campaign Rules

Campaigning will be conducted in accordance with the following rules:

1. Full disclosure of sources of income and expenditures will be made by all candidates by 5:30 pm Saturday, October 6, to the Elections Committee. This report should include actual and anticipated expenses to date, e.g., materials, travel, etc. It is the intent of the Elections Committee to thereby facilitate the setting of realistic campaign spending limits for future conferences.
2. No campaign materials other than the report of the Nominating Committee may be placed in the Conference packet.
3. There will be no electioneering nor campaign materials displayed (except on the human body) or distributed either within thirty (30) feet of the entrance to the polling place or inside the registration and credentialing room(s).
4. If the candidates so desire a centralized location will be provided for campaign materials. However, this does not preclude distribution in other locations.
5. Each nominee shall be prepared to give a five (5) minute presentation in her/his behalf. The remainder of the time will be utilized for question periods for each office. The length of these periods will be based on the number of candidates for each office in relation to the total times available. All candidates for any given office will be given the opportunity to respond to any questions posed. Responses will be limited to one (1) minute per candidate.

Voting Procedures

1. The Elections Committee will determine ballot position by lot immediately after the close of nominations. To withdraw from the election a candidate must submit a statement of withdrawal, in writing, to the Elections Committee Chair.
2. Each candidate will be entitled to one watcher of her/his choice. To be admitted to the polling place and/or counting room the watcher must wear an identifying badge. These badges will be issued to the candidates by the Elections Committee Chair. A candidate may not be a watcher for her/himself. Once the balloting or counting has begun, the watchers may not leave the room nor transfer their badge to another person. If a watcher leaves the room she/he shall not be readmitted.
3. The Elections Committee is responsible for the balloting and tallying. The Elections Committee Chair shall report to the Conference Sunday, October 7, the official results of the balloting, including the number of ballots cast and accounting for all ballots. Unofficial results will be posted by the Elections Committee as they become available.

7/79

No ads for candidates for NOW national office will be accepted for the 1979 National Conference Program Book.

2/79

Moved that we require those regions which use preferential balloting in election of Regional Board members to use the Sogg method for counting the ballots. The following method was adopted:

REQUIRED METHOD FOR COUNTING PREFERENTIAL BALLOTS

INTRODUCTION:

ELECTIONS

The following method for counting preferential ballots applies whether your region is electing two or three Board Members. If your Region also elects a Regional Director at the same time, the method of counting will remain the same.

LAYOUT OF BALLOT AND INSTRUCTIONS TO VOTERS:

1. The ballot should list all the candidates in a column with a space to mark one's preference preceding the name.

Example:

_____ Mary Jones
_____ Sally Smith
_____ Jane Doe
_____ Betty Brown

2. Voters should be instructed to vote for each candidate in order of their preference by placing an Arabic number on the line next to the name indicating the voter's first, second, third and fourth choices. Voters should be reminded to place a preference number next to each name. Only one candidate should be marked #1, only one candidate should be marked #2, etc. In order to clarify the voting method, it might be explained to the voter that she/he is to look at the entire list of candidates and determine which candidate is her/his first choice. The voter would then put a #1 next to that name. She/he would then select from the remaining candidates her/his second choice and put a #2 next to that name. She/he would continue this process until there is a number next to each name.

Example:

 4 Mary Jones
 1 Sally Smith
 3 Jane Doe
 2 Betty Brown

COUNTING THE BALLOTS TO ELECT THE FIRST BOARD MEMBER:

1. When the polls have closed, all of the ballots are assembled into a single pile.
2. The counter looks only at the 1st preference indicated on each ballot and places the ballots in individual piles according to the 1st choices.
3. The 1st preference votes are then counted and the number of 1st preferences recorded for each candidate.

Example: 1st Count
Jones 30
Smith 60
Doe 50
Brown 20

4. As you can see from the above example, there were 160 votes cast. Therefore, a candidate would need 81 votes in order to achieve a majority and be elected. If one of the candidates had received 81 votes, she/he would be elected and the counter would proceed to the instructions for counting the ballots to elect the second Board Member. Since, in the above example, no candidate received a majority of the preferences counted, the ballots for the candidate receiving the fewest number of 1st choice votes are redistributed according to the 2nd choices on those ballots. The counter, therefore, picks up Brown's ballots and places them in the piles of the remaining candidates according to the second choices in the Brown ballots.

ELECTIONS

If a voter has not indicated a second choice, her/his ballot is set aside and not counted in this or subsequent rounds for the 1st seat. When counting starts for the second seat, this ballot would be put back and counted so long as there are valid preferences indicated.

5. The piles of ballots, after this redistribution of Brown's pile, are then again counted and the results recorded.

Example:	1st Count	2nd Count
Jones	30	40
Smith	60	64
Doe	50	55
Brown	20	--

Note: In the distribution of Brown's ballots, one voter did not indicate a 2nd choice. That ballot was therefore not counted.

6. Because the number of ballots cast in this round is 159, 80 votes are now needed to achieve a majority of the preferences counted and be elected.

Since no candidate has received a majority of the preferences counted in this round, the pile of ballots of the remaining candidate with the fewest number of 1st choice (and 2nd choices, since some of Brown's 2nd choice ballots are now in each remaining candidate's pile are redistributed in the same manner as just done with Brown's pile.

According to the above example, Jones' ballots would be redistributed. Jones' pile is picked up and each ballot is placed in the pile of the remaining candidates according to the voter's second choice (if the first choice was Jones).

If a ballot indicates Jones as a first choice and Brown as a second choice that ballot would be redistributed according to the third choice, since Brown was eliminated as a candidate on the 1st Round of counting.

Example	1st Count	2nd Count	3rd Count
Jones	30	40	--
Smith	60	64	70
Doe	50	55	89
Brown	20	--	--

7. Since Doe received a majority of the preferences cast in the final tally (89 out of 159 preferences) she is declared a winner of one of the Board seats.

COUNTING THE BALLOTS TO ELECT THE SECOND BOARD MEMBER:

1. All of the ballots are picked up and put in a single pile. Since Doe has been elected, she is no longer a candidate. Her name must therefore be eliminated in the counting for the second seat. ALL of the ballots are now placed in piles for the remaining candidates according to the 1st preferences indicated, except that Doe's 1st choice ballots will be distributed according to the 2nd choices, since Doe is no longer a candidate.

Example:	1st Count
Jones	35
Smith	70
Brown	55

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2. As can be seen from the above example, no candidate got a majority of the preferences cast. It is therefore necessary to redistribute the ballots of that candidate who got the least number of votes (in this case, Jones).
This is done in the same manner as before. That is, Jones' 1st place ballots are redistributed to the 2nd choice (if the 2nd choices were for Doe, those ballots would be distributed to her third choice, since Doe is no longer a candidate).
Those ballots in Jones' 1st count pile which listed Doe as 1st and Jones as 2nd choice will be redistributed according to the third choice indicated.
Example:

	1st Count	2nd Count
Jones	35	--
Smith	70	78
Brown	55	82
3. As can be seen from the above example, Brown has received a majority of the preferences counted in the final round and is therefore the winner of the second Board Seat.

COUNTING THE BALLOTS IF YOUR REGION IS TO ELECT THREE BOARD MEMBERS

Note: In those Regions which have three Board Members, the National Bylaws specify that no more than two of the Board Members may come from the same state.

1. If the two Board Members elected according to the method above-described come from different states, you are in compliance with the Bylaws requirement. You would, therefore, count the ballots in the same manner as was done to elect the first and second Board Members. Remember that ALL ballots are to be counted, eliminating from the preferences those votes for Doe and Brown.

If a ballot has indicated Doe as a first preference and Brown as a second preference, then on the first round of counting that ballot will be distributed according to the third preference indicated. In the example given above, since there are only four candidates it is clear that one of the two remaining candidates will have a majority of the preferences tallied on the first count.

Had there been five candidates it is possible that no candidate on this count would receive a majority of the preferences cast in this tally. If this were to occur, then the ballots of the candidate receiving the fewest votes would be redistributed according to the next preference cast for a remaining eligible candidate.

2. If the two Board Members elected according to the method above-described come from the same state, then the next Board member must come from a different state. Therefore, all candidates who come from the state from which the already elected Board Members come must be eliminated.
The counting would therefore proceed by first distributing the ballots according to the highest preference indicated for the remaining eligible candidates. ALL ballots are to be distributed according to the highest ranking of the eligible candidates. Counting would continue by redistributing the ballots cast for the lowest vote-getting candidate to the next eligible preference indicated.

Remember that if a ballot fails to indicate all preferences, that ballot will no longer be counted when there is no longer a preference indicated for an eligible candidate. When this happens,

ELECTIONS

the majority necessary to elect will change since election is determined by a majority of the preferences tallied in the final count.

SUPPLEMENT TO THE "METHOD FOR COUNTING PREFERENTIAL BALLOTS"

Subsequent to the adoption of the "Method of Counting Preferential Ballots," an amendment was adopted to the National NOW Bylaws providing that "in each region one or more seats shall be filled by a minority person" and increasing the number of potential National Board members in each region by one (1).

The "Method for Counting Preferential Ballots" is hereby supplemented to provide uniform instructions to the regions for counting preferential ballots under the amended bylaws.

SOME PRINCIPLES UPON WHICH THE AMENDED PROCEDURES ARE BASED

1. Whenever possible [while still complying with the "maximum two (2) from one (1) state" and "minimum one (1) minority" provisions], the candidates receiving the highest number of votes and achieving the required majority are to be elected.
2. If there are no minority candidates, the region shall elect one (1) less than its full complement of Board members and the unfilled seat shall be considered to be vacant until such time, if any, as the seat is filled in accordance with the vacancy procedures specified in the national bylaws.
3. If there is one (or more) minority candidate(s), at least one minority person shall be elected assuming that the minority candidate receives the required majority through preferential distribution to eligible candidates; to do otherwise would be to deny the region its full representation on the Board.

For example, if there is only one (1) minority candidate and s/he is the third highest "vote getter" and the first and second highest "vote getters" are non-minority candidates from the same state as the minority candidate, the second highest "vote getter" must be declared ineligible (based on the "two per state" restriction) and the ballots redistributed accordingly in order to allow for the election of the minority candidate; if this were not done, the sole minority candidate could not be elected because of the "two per state" maximum and the region could not therefore be fully represented on the Board.

There is, of course, no maximum number of minority persons who can be elected, and a region may elect one (1), two (2), or three (3) [or four (4)] minority persons so long as the "two (2) per state" restriction is complied with and all persons are elected by the required majority vote.

Similarly, the requirement of a minimum of one (1) minority Board member per region does not imply that there is such a thing as a "minority seat" nor shall there be a separate and distinct election for minority candidates.

SUPPLEMENTARY PROCEDURES TO THE METHOD FOR COUNTING PREFERENTIAL BALLOTS

- I. Count the ballots to determine the person to be elected to the first Board seat. (In most regions, the ballots for Regional Director/National Board Member are counted first.)
- II. Count the ballots for the second Board seat.
 - A. IF there is only one (1) minority candidate and s/he is not the candidate "elected" to

ELECTIONS

the first or second seat

AND

IF the candidates "elected" to the first and second seats are from the same state and the sole minority candidate is from that same state

THEN

Declare the candidate who would otherwise have been "elected" to the second seat ineligible (based on the "two per state" maximum) and redistribute the ballots accordingly.

This may result in the election of the minority candidate to the second seat or in the election of another candidate. A candidate other than the minority candidate is eligible to be elected to the second seat unless s/he too is from the same state (in which case s/he too would be declared ineligible).

B. IF there are two (2) or more minority candidates

AND

IF the candidates "elected" to the first and second seats are from the same state and neither is a minority person

AND

IF at least one (1) of the minority candidates is from a state different than the candidates "elected" to the first and second seats

THEN

Declare the two candidates from the same state to be elected to the first and second seats. Any subsequent candidates from that same state (including minority candidates) would be ineligible for election and their ballots would be redistributed accordingly.

III. Count the ballots for the third Board seat.

A. IF the region is entitled to only three (3) Board seats

AND

IF a minority person has not been elected to at least one of the first two seats

THEN

All candidates who are not minority candidates are considered ineligible for this third seat and their ballots are redistributed accordingly.

If there is not a minority candidate, this seat cannot be filled and remains vacant.

IV. If a region is eligible to elect four (4) Board members, it follows the procedures outlined in III above for the election of its fourth and final seat.

V. In all cases above where preferential redistribution of ballots is referred to, the redistribution shall be done in accordance with the "Method for Counting Preferential Ballots" previously adopted.

This required method specifies, for example, that the first step in the counting procedure for each seat is to return the ballots to a single pile; distribute as to first preferences; and then (in the case of the second or succeeding seats), redistribute as to second (or appropriate successive) preferences the ballots of those candidates already elected and/or those candidates declared ineligible because of the "two per state" maximum. The required procedure also provides for the "elimination" (during the counting for any individual seat) of those ballots that cannot be redistributed (because full preferences are not cast) and the resulting lowering of both the number of ballots cast and the number required for a majority.

EXPENSE REIMBURSEMENT

4/90

Moved to amend the reimbursement policy to state that the conference coordinator and co-coordinator have their hotel room paid if they are not delegates. The motion was adopted.

12/89

Moved the establishment of ongoing policy that we reimburse for the night before the National Board Meeting before the National Conference at 1/2 the rate for a double room.

9/89

Moved to amend the meal reimbursement policy in specified cities from \$18 and \$25, to \$25 and \$35 per day.

9/88

REIMBURSEMENT FOR BOARD MEETING EXPENSES

Pursuant to NOW policy adopted in 1973, NOW officers and board members are reimbursed for their reasonable expenses in attending board meetings. By board policy and the practice, the following guidelines have been established for what constitute "reasonable" expenses.

FOOD The cost of food will be reimbursed up to \$25.00 per day in most major cities and \$18.00 per day in other locations. These amounts are for reimbursement only, i.e., they are not per diem payable irrespective of whether meals are actually purchased or not; receipts for amounts actually spent must accompany the reimbursement request.

Reimbursement for meals will be \$25.00 in the following cities: Los Angeles, San Diego, San Francisco, Denver, Washington, D.C., (including Bethesda), Miami, Atlanta, Chicago, Kansas City, New Orleans, Baltimore, Boston, Detroit, Minneapolis/St. Paul, St. Louis, Las Vegas, Newark, New York City, Cleveland, Philadelphia, Pittsburgh, Dallas/Fort Worth, Houston, Seattle and Milwaukee; in all other cities the maximum rate is \$18.00 per day.

LODGING

Board members are reimbursed for half the cost of a double room at the board meeting site. Exceptions can be made to allow a single room only if it is required for medical or other special need.

For a regular board meeting, board members will be reimbursed for Friday and Saturday nights at the hotel. Sunday night lodging is not reimbursable unless transportation is unavailable until Monday.

If the Budget Committee or another committee meets during the day on Friday, committee members will be reimbursed for lodging Thursday night if transportation on Friday would not enable them to attend the meeting.

Local and long-distance calls billed to Board member's hotel rooms are only reimbursable if they are related to National Board duties. When claiming reimbursement for telephone calls at a meeting, Board members should note on the reimbursement request the person to whom the call was made and the purpose of the call.

TRAVEL

Expenses for airfare or other transportation to a board meeting will be reimbursed. Board members should attempt to obtain the lowest cost fare available. Round-trip taxi fare between an airport or train station and the meeting site will be reimbursed. Other ground transportation will be reimbursed only if it is directly related to the member's National Board duties.

EXPENSE REIMBURSEMENT

REGIONAL AND BOARD COMMUNICATION BUDGET

Each Board member is entitled to a communications budget, which for the period from July to December 1988 is \$500. The budget is for long-distance calls, postage, printing, travel to state conferences, and other similar expenses of keeping in touch with your region.

In addition, each region is entitled to a minimum of \$1,250 for regional expenses from July to December 1988. Some regions also have money remaining from the first \$1,250 allocated for the first half of the year. The use to which this money is put is determined by the region in accordance with its own bylaws and procedures. However, any requests for reimbursements from this account must be signed by regional director.

REIMBURSEMENTS AND ADVANCES

The above expenses can be reimbursed to Board members on request. Receipts for all expenses claimed must be attached to the form. If original receipts are not attached, copies must be legible and show the date as well as the amount expended.

Details should be shown on the front of the form on what the expenses were incurred for, e.g., "taxi from airport for state conference" rather than just "taxi". Also, a single copy of anything duplicated in quantity should be attached to the reimbursement request.

Advances can be requested if a Board member cannot cover an expense and then submit a reimbursement request. Board members can have only one advance outstanding at a time. Advances must be used for the purpose requested, i.e., a request for an advance to attend a board meeting should not be used for board communication or regional expenses.

Requests for advances should be sent no later than two weeks before the money is needed for a board meeting. This will insure that the requests can be vouchered, processed and mailed without incurring overnight delivery charges.

An Advance Return form must be used to account for the money spent.

1987 Election Rules

Travel reimbursement from the National NOW Treasury for incumbent officers and others shall not be allowed beginning 30 days prior to the opening of the National Conference. Action Center staff assigned to work on the conference are excepted from this prohibition provided they do not campaign during such travel.

7/82

Reimbursement requests shall be accompanied by receipts for all items (i.e., food, taxis) except mileage. The sign-off supervisor's discretion shall prevail for reimbursement expenditures not accompanied by receipts.

7/82

Reimbursement for meals shall be: in the following twenty-five cities the maximum meal reimbursement rate per day shall be \$25; Los Angeles, San Diego, San Francisco, Denver, Washington, D.C., Miami, Atlanta, Chicago, Kansas City, New Orleans, Baltimore, Boston, Detroit, Minneapolis/St. Paul, St. Louis, Las Vegas, Newark, New York City, Cleveland, Philadelphia, Pittsburgh, Dallas/Fort Worth, Houston, Seattle, Milwaukee; in all other cities the maximum rate shall be \$18 per day; in all cases receipts shall be required.

2/80

Motion adopted that a subsidy for travel and hotel for members of the National Committees and for members

EXPENSE REIMBURSEMENT

of the National Conference Committees be provided in the following manner (except that no delegate shall be eligible for such subsidy):

	Travel (night coach air)	Hotel (12/78 Policy)
National Committee		
Chair or one Designee	Yes	No
National Conference Committees:		
Elections	Yes (all members)	No
Rules	Yes (Chair only)	No
Bylaws	Yes (Chair only)	No
Resolutions	Yes (all members)	No
Credentials	Yes (all members)	No
Conference Planning Committee	No	Yes (all members)
Nominating	No	No

2/80

Reimbursement policy for NOW National Board meetings held in conjunction with National Conventions and Conferences. Resolved: That all members of the NOW National Board shall be reimbursed for travel to and from Board Meetings held in conjunction with National Conventions and Conferences and further that the travel amount not exceed the night coach rate; and further that the meal per diem be reimbursed for the night before and the day of the Board meeting and that both hotel and meal reimbursements not exceed the limits described in the 12/78 Board policy. The above policy shall apply when the member is not staying for the Conference.

5/79

With the exception of the National Press Secretary (in performance of her official functions), outside keynote speakers, parliamentarians, and entertainers approved either by the Conference Committee or the National Board, no expense reimbursements from National NOW will be paid. Under no circumstances will a delegate's way be paid by National NOW.

12/78

Reimbursable expenses to NOW activists will be increased as follows:

1. For mileage, from 12 cents to 15 cents;
2. Hotel accommodations shall be paid as follows -- the single room rate shall be covered at the going rate and the shared room rate shall be covered at half the going rate;
3. Increase food allowance to \$16 a day. To take effect January 1, 1979.

7/78

Motion adopted that National Board Members' travel expenses to National Board meetings coincident with National Conferences not be paid except in the case where the Board Member's required early arrival to and late departure from the Conference to attend the Board Meeting prevent the Board Member from participating in a documented commercial group travel fare from her/his area. In such cases the Board Member will be reimbursed for the difference between the commercial group fare and the individual fare upon submission of substantiating documentation.

EXPENSE REIMBURSEMENT

7/78

Motion adopted that the only additional expenses which will be reimbursed for National Board members for pre- and post-National Conference National Board meetings be those meal and lodging expenses incurred coincident with extra days (meals) and nights (lodging) stay required to attend the pre- and post-Conference Board meetings.

7/77

Motion adopted that no NOW members eligible to vote at a National, State, or Regional Conference be funded to that conference from the National Budget. This shall include all members, including officers, committee chairs, resource people, and speakers.

4/77

Motion adopted that National NOW funds will not be used to pay for transportation, meals, or lodging expenses for any member at a conference or convention of NOW at which that member is entitled to vote.

8/76

Motion adopted that the Treasurer be instructed that no expenditures in excess of any line budget in force at the time the expense is incurred be reimbursed.

1/76

Motion adopted that in no quarter of the year can an individual draw money on an advance basis on a line item in excess of one fourth (1/4) of the total money authorized in that line item. Exceptions to this policy will require the approval of the Board or if that approval is implicit in a timed program. All receipts for advances must be returned within 90 days of the completion of the project along with any excess funds.

NOW Conference Resolution-Expense of Holding NOW Office

1973

WHEREAS, the personal financial cost for being a national board member accrues in general to approximately \$1,000 per annum; and

WHEREAS, the personal financial cost for being a national officer accrues in general to approximately \$2,500; and

WHEREAS, NOW has many capable and motivated members unable to hold national offices by reason of the office's financial burden; and

WHEREAS, the currently projected national income is \$200,000 for this fiscal year;

THEREFORE BE IT RESOLVED the members of NOW assembled in conference order the Board of Directors to revise immediately its budget to allow reasonable reimbursement of all reasonable NOW-related expenses incurred by members of the National Executive Committee and Board of Directors and to provide for such expenditures in all future budgets.

FOUNDING OF NOW

6/29/66

In a hurried gathering on the final day of the Third National Conference of the Commissions on the Status of Women (Washington, D.C., June 29, 1966) 28 women met to set up a temporary organization for this purpose:

To take action to bring women into full participation in the mainstream of American society NOW, assuming all the privileges and responsibilities thereof in truly equal partnership with men.

Everyone agreed that in forming NOW there be no implied criticism of any existing group or conference, but rather a realization of the limitations of various organizations. Further, an organization is needed that can supply nationwide pressures on an immediate basis, an organization that will identify the problems (in the field of equal rights) and relay the information to other interested organizations.

The following agreements were arrived at in an informal manner:

1. That Kathryn Clarenbach act as temporary chairman (sic).
2. That members join as individuals; it will be a voluntary organization, speaking only for ourselves.
3. That the group be called National Organization for Women (NOW).
4. That NOW will recommend action in the area of equality for women.
5. That we begin with the assumption that we will not have unanimity on all questions.
6. That NOW will be an action organization for the advancement of women into equal participation in the whole spectrum of American life.
7. That each member contribute \$5.00 per month toward the expenses of the organization. The ultimate financing will be decided later.
8. That NOW keep in touch with all similar groups, both action and nonaction groups.
9. That a telegram be sent to each of the Equal Employment Opportunity Commissioners urging them to rescind the Commission's recent ruling that help-wanted ads again be labeled Male and Female.

NOTE: For the most up-to-date version of the Grievance Procedure, see the Administrative Policy Manual Addendum. The following versions are offered for historic purposes only.

Article XI. Grievances

[As amended by the National Board, 4/94]

Grievance procedures shall be determined by the National Board.

Grievance Procedure

4/94

1. All grievances brought to the National NOW Board shall be in writing. Grievances shall contain a statement setting forth the nature and basis of the grievance, specifying who or what unit(s) of NOW have violated what specific policy, procedure, bylaw, or regulation of NOW or its various sub-unit(s); the remedy requested; and shall indicate whether, and the manner in which, all available remedies at the local levels have been exhausted. Grievances shall be filed with the Executive Committee which shall determine whether the grievance meets the requirements set forth in this paragraph. A decision by the Executive Committee not to invoke the grievance procedure for failure to meet these requirements may be appealed to the National Board. **If an officer is involved in a grievance, that grievance will go to the National Board in executive session to determine if the grievance meets the requirements set forth in this paragraph.**
2. Copies of grievances shall be served upon the sub-unit officer(s) or individual member(s) about which the grievance complains by the Executive Committee. The grieving party or parties must be current members of NOW at all times during the grievance procedure. Should the membership of any grieving party or parties expire at any time during the grievance process, that party shall no longer have standing to utilize the grievance process nor shall any further steps of the grievance process be necessary with regard to the non-member party.
3. Upon receipt of a grievance which meets the requirements set forth in paragraph 1, a grievance committee consisting of three members of the National Board shall be selected to hear the grievance. The Grievance Committee shall have full authority to hear and resolve the grievance. Each party ("side") to the grievance shall select one member of the grievance committee within 7 days of notification by the Executive Committee. Those two members shall select the third member within 14 days of being notified of their selection as committee members. ("Party" to be defined as a group where multiple individuals are involved on a "side"). Members of the Board should disqualify themselves from the committee should they feel they have a conflict. The Executive Committee shall mail notice to all parties involved that the Grievance Committee has been selected, within 7 days of the selection of the third committee member.
4. The committee shall select a chair from its members. The chair will notify all parties of the following steps which must be followed:
 - A. **The chair of the grievance committee will meet with the parties involved to determine if the grievance can be mediated and then mediate it. If no agreement can be reached by the grievance chair and the parties involved, the grievance committee will proceed with a hearing.**
 - B. The Grievance Committee shall after consultation with the parties set the site and time of and conduct a hearing on the grievance at the earliest practicable date. The hearing shall be held in the state from which the grievance originates or in some other place acceptable to the parties to the grievance. The parties shall be given notice of the date and place of the hearing at least

GRIEVANCES

thirty days prior to the hearing date. Changes in the hearing date may be granted by the Grievance Committee for good cause shown. Each party must bear its own expenses. Any NOW member may attend a grievance hearing as an observer.

- C. All parties may submit documents and other materials which must be sent to each member of the committee, each party and the Executive Committee. Documents and other materials shall be postmarked no fewer than 14 days prior to the hearing.
 - D. The Grievance Committee must notify all parties if additional documents, materials or clarification are needed. A request for additional materials by the Grievance Committee may be made prior to and/or at the hearing. This material must then be submitted to the Committee, each party, and the Executive Committee and bear a postmark within 14 days of notification by the Grievance Committee.
 - E. Each party is responsible for presenting its own case. The failure of any party to provide evidence or testimony under its control, which Committee requests, may be considered as a factor by the Grievance Committee in reaching its determination.
 - F. The Grievance Committee must issue and mail a written decision within thirty days of the hearing or within thirty days of the expiration of the two week notification for submission of additional materials, whichever is later. This decision will be mailed to each party and to the Executive Committee. This procedure shall take no longer than five (5) months after the receipt of the grievance by the Executive Committee, unless the National Board of Directors, by a 2/3 vote, agrees to extend the time.
 - G. The Grievance Committee may recommend to the Board removal pursuant to Article XIII, Section 2.
5. This procedure can only be amended by 30 days' notice of the proposed change and a 3/5 vote of the National Board.

(Note: This procedure was adopted by the National Board on March 19, 1989 to go into effect immediately if the National Conference adopts the proposed amendment to Article XI, Grievances of the National NOW bylaws. The amendment to Article XI, was adopted by the National Board April 1994).

3/89

1. All grievances brought to the National NOW Board shall be in writing. Grievances shall contain a statement setting forth the nature and basis of the grievance, specifying who or what unit(s) of NOW have violated what specific policy, procedure, bylaw, or regulation of NOW or its various sub-unit(s); the remedy requested; and shall indicate whether, and the manner in which, all available remedies at the local levels have been exhausted. Grievances shall be filed with the Executive Committee which shall determine whether the grievance meets the requirements set forth in this paragraph. A decision by the Executive Committee not to invoke the grievance procedure for failure to meet these requirements may be appealed to the National Board.
2. Copies of grievances shall be served upon the sub-unit officer(s) or individual member(s) about which the grievance complains by the Executive Committee. The grieving party or parties must be current members of NOW at all times during the grievance procedure. Should the membership of any grieving party or parties expire at any time during the grievance process, that party shall no longer have standing to utilize the grievance process nor shall any further steps of the grievance process be necessary with regard to the non-member party.
3. Upon receipt of a grievance which meets the requirements set forth in paragraph 1, a grievance committee consisting of three members of the National Board shall be selected to

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hear the grievance. The Grievance Committee shall have full authority to hear and resolve the grievance. Each party ("side") to the grievance shall select one member of the grievance committee within 14 days of notification by the Executive Committee. Those two members shall select the third member within 14 days of being notified of their selection as committee members. ("Party" to be defined as a group where multiple individuals are involved on a "side"). Members of the Board should disqualify themselves from the committee should they feel they have a conflict. The Executive Committee shall mail notice to all parties involved that the Grievance Committee has been selected, within 7 days of the selection of the third committee member.

4. The committee shall select a chair from its members. The chair will notify all parties of the following steps which must be followed:
 - A. The Grievance Committee shall after consultation with the parties set the site and time of and conduct a hearing on the grievance at the earliest practicable date. The hearing shall be held in the state from which the grievance originates or in some other place acceptable to the parties to the grievance. The parties shall be given notice of the date and place of the hearing at least thirty days prior to the hearing date. Changes in the hearing date may be granted by the Grievance Committee for good cause shown. Each party must bear its own expenses. Any NOW member may attend a grievance hearing as an observer.
 - B. All parties may submit documents and other materials which must be sent to each member of the committee, each party and the Executive Committee. Documents and other materials shall be postmarked no fewer than 14 days prior to the hearing.
 - C. The Grievance Committee must notify all parties if additional documents, materials or clarification are needed. A request for additional materials by the Grievance Committee may be made prior to and/or at the hearing. This material must then be submitted to the Committee, each party, and the Executive Committee and bear a postmark within 14 days of notification by the Grievance Committee.
 - D. Each party is responsible for presenting its own case. The failure of any party to provide evidence or testimony under its control, which Committee requests, may be considered as a factor by the Grievance Committee in reaching its determination.
 - E. The Grievance Committee must issue and mail a written decision within thirty days of the hearing or within thirty days of the expiration of the two week notification for submission of additional materials, whichever is later. This decision will be mailed to each party and to the Executive Committee. This procedure shall take no longer than five (5) months after the receipt of the grievance by the Executive Committee, unless the National Board of Directors, by a 2/3 vote, agrees to extend the time.
 - F. The Grievance Committee may recommend to the Board removal pursuant to Article XIII, Section 2.
5. This procedure can only be amended by 30 days' notice of the proposed change and a 3/5 vote of the National Board.

(Note: This procedure was adopted by the National Board on March 19, 1989 to go into effect immediately if the National Conference adopts the proposed amendment to Article XI, Grievances of the National NOW bylaws. The amendment to Article XI, was adopted by the 1989 National Conference on July 22, 1989).

5/87

Moved that the National NOW Board respond to the inquiry from Buffalo NOW whether the grievance

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committee's findings constitute a precedent allowing New York State to conduct elections without following the New York State Bylaws, in effect amending the Bylaws, as follows: "the New York State bylaws are in full force and effect and will be applicable to any future elections. The New York State bylaws can be amended only as set forth therein. The grievance committee's findings did not set aside any of the State's bylaws."

11/86

Moved that the existing grievance procedure be supplemented by adding the following sentence from the April 24, 1981 procedure: Hearings on all grievances shall be open to all members of NOW.

7/86

Moved that the portion of the 2/86 motion on grievances mandating suspension of the procedures be rescinded. The 5/84 grievance procedure is therefore operative until such time as the bylaws committee brings its recommendations to the Board. However, the 5/84 policy shall be amended to add paragraph 3 of the 4/81 procedure which requires a hearing.

7/86

Moved that the words "national secretary" be struck from the grievance procedure and the words "executive committee" inserted.

7/86

Moved that members of the Board should disqualify themselves from the lot selection should they feel they have a conflict and that each party will have a single preemptory challenge within 48 hours after the draw of the lot ("Party" to be defined as a group where multiple individuals are involved on a "side").

2/86

A committee is to be appointed to propose future refinements to the National NOW grievance procedure. The possible refinements to be considered should include, but need not be limited to, recommendations of the members of the grievance committees that have served under the current procedure. The committee shall consist of -- the chairs of the aforementioned Grievance Committees and the current and immediate past chairs of the Bylaws Committee (because the current procedure spans their terms as chair) and the chair of the last Grievance Committee that served under the immediate past grievance procedure, who shall chair the special committee. If any of the appointees designated above is unwilling or unable to serve on this committee, she may designate a member who served on her respective committee to serve in her place.

The Board suspends its policy regarding the timeliness for reviewing grievances so that no new grievances can be arbitrated until the existing policy is reviewed and refined as necessary.

The committee shall be charged with at least the following;

- (1) formulating and proposing to the National NOW Board grievance ruling guidelines based on NOW policy and existing bylaws,
- (2) archive grievances, findings, remedies and outcomes while maintaining the anonymity of the participants, and
- (3) provide the tools to states and chapters.

The committee is to report back to the May board meeting.

5/84 A new grievance procedure was adopted as follows:

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1. All grievances brought to National NOW pursuant to Article X of the Bylaws shall be in writing. Grievances shall contain a statement setting forth the nature and basis of the grievance, specifying who or what unit(s) of NOW have violated what specific policy, procedure, bylaw, or regulation of NOW or its various sub-units(s): and shall indicate whether, and the manner in which, all available remedies at the local levels have been exhausted, and shall be filed with the Secretary within 30 days after all local, including state and regional, remedies have been exhausted. Grievances shall be filed with the National Secretary. Copies of grievances shall be served upon the sub-unit officer(s) or individual member(s) about which the grievance complains by the National Secretary. The Grieving party or parties must be current members of NOW at all times during the Grievance procedure. Should the membership of any grieving party or parties expire at any time during the grievance process, that party shall no longer have standing to utilize the grievance process nor shall any further steps of the grievance process be necessary with regard to the non-member party.
2. Upon receipt of the grievance which meets the requirements set forth in paragraph 1, the Board shall appoint by lot a committee of three Board members to hear the grievance. The Grievance Committee shall have full authority to hear and resolve the grievance. In the event that the regular meeting of the Board is not scheduled to occur for more than one month subsequent to the receipt of the grievance in NOW's offices in Washington, DC, the Executive Committee, within two (2) weeks, as the representative of the Board, shall select the members of the Grievance Committee by lot from the names of the members of the Board. The parties to the grievance shall be notified as to the time and place of the selection of the Committee and may observe the drawing of the names.
3. The National Secretary shall mail notice to all parties involved that the Grievance Committee has been selected, within one (1) week of the selection.
4. The committee shall select a chair from its members. The chair will notify all parties that the following steps must be followed:
 - A. All parties may submit documents and other materials; which must be sent to each member of the committee, each party and the National Secretary, and shall have six weeks after notification in which to do so.
 - B. At the end of the six-week period, the Grievance Committee must notify all parties if additional documents, materials or clarification are needed. This material must be submitted to the Committee, each party, and the National Secretary and bear a postmark within two weeks of notification by the Grievance Committee.
 - C. Each party is responsible for presenting its own case. The failure of any party to provide evidence or testimony under its control, which the Committee requests, may be considered as a factor by the Grievance Committee in reaching its determination.
 - D. The Grievance Committee must issue and mail a written decision within thirty (30) days after the expiration the two (2) week notification for submission of additional materials. This decision will be mailed to each party and to the National Secretary. This procedure shall take no longer than five (5) months after the receipt of the grievance by the National Secretary, unless the National Board of Directors, by a 2/3 vote, agrees to extend the time.

The following concerns were referred to the Grievance Review Committee:

1. Affirmation in writing is needed of some of the more obvious reasons why National NOW would or would not become involved in the Grievance process.
2. Manuals needed for use by each Grievance Committee member that details procedure, policies, some

GRIEVANCES

history, notations of particularly relevant bylaws sections and a good statement of purpose for the Grievance Committee. The circulation of the manual should be limited and be returned to the secretary by Committee members at the conclusion of the Grievance.

3. We have no internal code or scale to give to Grievance Committee members selected which conveys any idea of what is a reasonable (or possible) finding and what are appropriate or reasonable responses (including alternative responses) to those findings.

Review of Grievance Committee Procedures

4/81

Procedure for disposition of grievances pursuant to Article X of the Bylaws of the National Organization for Women:

1. All grievances brought to National NOW pursuant to Article X of the Bylaws should be in writing. Grievances shall contain a statement setting forth the nature and basis of the grievance, specifying who or what unit(s) of NOW have violated what specific policy, procedure, bylaw, or regulation of NOW or its various sub-unit(s); and shall indicate whether, and the manner in which, all available remedies at the local levels have been exhausted, and shall be filed with the Secretary within 30 days after all local remedies have been exhausted. Grievances shall be filed with the National Secretary. Copies of grievances shall be served upon the sub-unit officer(s) or individual member(s) about which the grievance complains by the National Secretary.
2. Upon receipt of the grievance which meets the requirements set forth in paragraph 1, the Board shall appoint by lot a committee of three Board members to hear the grievance. The Grievance Committee shall have full authority to hear and resolve the grievance. In the event that the regular meeting of the Board is not scheduled to occur for more than one month subsequent to the receipt of the grievance in NOW's offices in Washington, DC, the Executive Committee, within 3 weeks, as the representative of the Board, shall select the members of the Grievance Committee by lot from the names of the members of the Board. The parties to the grievance shall be notified as to the time and place of the selection of the Committee and may observe the drawing of names.
3. The Grievance Committee shall after consultation with the parties set the site and time of and conduct a hearing on the grievance at the earliest practicable date. The hearing shall be held in the state from which the grievance originates or in some other place acceptable to the parties to the grievance. The parties shall be given notice of the date and place of the hearing at least 30 days prior to the hearing date. Changes in the hearing date may be granted by the Grievance Committee for good cause shown. Each party bears its own travel expenses.
4. The parties to the grievance shall mail a concise statement of their position, postmarked no later than fifteen days prior to the hearing on the grievance, such statement shall include a list of witnesses expected to provide testimony and evidence expected to be submitted. Copies of this statement shall be mailed to all other parties to the grievance and to the National Secretary.
5. Hearings on all grievances shall be open to all members of NOW. Verbatim transcripts shall be taken of any testimony which may be presented at a hearing. A Grievance Committee may request that National NOW counsel be present at any stage of the proceedings to assist it.
6. Each party is responsible for presenting its case. The party initiating the grievance shall proceed first. The Grievance Committee may request testimony or evidence on its own initiative. The failure of any party to provide evidence or testimony under its control which

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the Committee requests may be considered as a factor by the Grievance Committee in reaching its determination. The parties to a grievance may submit post-hearing statements or beliefs, postmarked within 7 days of the close of the hearing.

7. The Grievance Committee shall issue a written decision and direction within 30 days of the close of the hearing, and no more than 180 days from date grievance was filed. This procedure shall take no longer than 6 months after receipt of the grievance by the National Secretary, unless the Board of Directors by a 2/3 vote agrees to extend the time. Copies of the decision shall be mailed to all parties and affected sub-units. The copies shall also be mailed to the National Secretary.
8. The Grievance Committee shall offer all NOW members or sub-units of NOW mentioned by name in a grievance, an opportunity to speak at the hearing or submit a statement in writing to the Committee. Any party to the grievance may also utilize and/or have present counsel at their own expense.

The following Grievance Procedures were adopted:

2/78

Upon receipt of a filed grievance, the National Secretary shall:

1. Notify all parties involved that a grievance has been filed and ascertain that all other grievance remedies at the local level have been exhausted.
2. Designate an item on the next National Board Meeting agenda for selection of a Grievance Committee by lot, and confirm their selection by phone, allowing selectees to withdraw if they feel they are biased in the matter.
3. Duplicate all documents which accompanied the filed grievance for distribution to the Grievance Committee.

Upon selection of the Grievance Committee, the members shall:

1. Notify all parties involved that the Grievance Committee has been selected.
2. Collect additional documents, testimony, or other materials as needed.
3. Report its findings and recommendations in writing to the National Board at its next meeting.
4. Notify all parties involved of the findings and recommendations of the Grievance Committee and/or Board.

INTERNATIONAL CHAPTERS AND AFFI...

Article V. International Affiliates

[Excerpted from the National Bylaws, 7/93]

The national organization may establish affiliates or may affiliate with existing organizations in other countries to promote feminism worldwide.

9/89

Moved that the Global Feminism Committee and the State and Chapter Development Committee work together to bring to the board the issues raised in the formation of NOW subunits in other countries as well as suggestions for standards and procedures in doing so.

12/82

Under the International Committee Guidelines adopted by the Board in February, 1977, the convened Panama NOW chapter will be chartered under the same rules and procedures and with the same status as any other chapter.

2/80

The International Affiliates Committee will be a permanent administrative Committee of the National Board.

2/79

Motion adopted to establish a committee to study the issues involving International Affiliates and APO chapters and to study the duties, responsibilities, and actions of our U.N. Representative and to report findings to the Board.

2/77

The International Committee Guidelines shall be as follows:

INTERNATIONAL AFFILIATES AND CHAPTER GUIDELINES

- A. Three groups of people should be included:
- I. People on U.S. military bases who live in U.S. territories.
 - II. People who are residents or citizens of other countries.
 - III. Members of other countries who have chartered as chapters, but in reality are affiliates.

Group I: It is recommended that people on APO bases or living in U.S. territories be given chapter status as any chapter is accorded because they are U.S. citizens and the bases are considered part of the U.S.

Group II: Women who are U.S. citizens but residents of other countries be given affiliate status. Affiliate status means receiving one copy of DO IT NOW for the group and other information from Task Forces on a limited basis, and that they not use the name NOW or speak for NOW in any official sense.

Reasons for This:

1. Possible political complications about interfering in the affairs of another country.
2. The high cost and time involved in sending bulk material to other countries.
3. Individual U.S. citizens can join as members at large.

INTERNATIONAL CHAPTERS AND AFFI..

- Group III: Official notifications should be sent to those groups informing them of their status as either chapters or affiliates.
- B. Convenors kits should include:
1. a special letter to overseas groups that would relate to them specifically;
 2. a list of other chapters overseas;
 3. the material ordinarily sent to chapter convenors.
- C. The responsibilities of the head of the International Committee should be re-evaluated. The Chair of the International Committee should:
1. be responsible for the organization of chapters overseas;
 2. should be the liaison between overseas chapters and the Board;
 3. see that all international matters be directed to the Chair who would then be responsible for bringing to the Board those issues that need policy decisions.

1974 United Nations Status:

WHEREAS, fourteen provisional NOW convenors and/or affiliates are already organized and operating internationally with no charter, few guidelines, and no official recognition from NOW-USA, and

WHEREAS, the International Committee of NOW is receiving almost daily requests from all parts of the world for information on starting affiliates,

THEREFORE BE IT RESOLVED that NOW-USA authorizes affiliation with viable international units, charter qualified existing provisional NOW affiliates outside the U.S., adopt suggested international bylaws, and encourage the convening of new international affiliates.

WHEREAS, if NOW authorized affiliation with viable international units, NOW will be eligible to apply for Non-Governmental Organization (NGO) consultative status with the United Nations, and

WHEREAS, affiliation with the United Nations will give NOW the following advantages: (1) We will have an instant world-wide organization, which is amply financed, well-staffed and eager to help us reach women in every country with a vast network of communication.

- (2) It would cost us nothing to affiliate and there are no yearly dues.
- (3) We would not be restricted, in any way, from our goals or our methods of reaching them.
- (4) We may attend meetings and conferences of the U.N. as full-status NGO members.
- (5) We may receive the provisional agenda of all U.N. councils, and may place items of special interest on it.
- (6) We may designate authorized representatives to sit as observers at public meetings of the U.N. Council.
- (7) We will have authority to speak for our members through our representatives.
- (8) We may submit written statements which will be circulated to all U.N. affiliations in working languages.
- (9) We may ask for hearings.
- (10) We may undertake specific studies or investigations or prepare specific papers for the Status of Women Commission.
- (11) We will have a constant flow of documents on research done by experts on the status of women in each country, describing their unique problems, which will help us to unite them for the Women's Movement.
- (12) We will receive notice and invitations to almost every international major meeting pertaining to women. NOW representatives could attend to offer the feminist viewpoint and urge concerted action.
- (13) We would have access to key women all over the world and channels to command their attention.

INTERNATIONAL CHAPTERS AND AFFL..

- (14) We would gain stature by U.N. affiliation, not only with contacts abroad, but with power structures within the U.S. (especially our own government). And,
- (15) By offering verbal and written suggestions at U.N. meetings we could insist that women be included in world plans. At this moment, the U.N. badly needs dedicated feminists to monitor their decisions.

THEREFORE BE IT RESOLVED that NOW seek Non-Governmental Organization (NGO) consultative status with the United Nations.

7/73

National NOW will not participate in any international activities including the nurturance or formation of chapters or official participation in international conferences from which men are excluded.

1/73

Dues for International chapters will be the same as for U.S. chapters pending further information.

1/73

Motion passed that NOW seek NGO (Non-Government Organization) status with the U.N.

3/69

Motion adopted that NOW seek formal representation at the U.N.

INTERNAL STRUCTURE REVIEW

9/83

A committee be appointed to interview former and present officers who have served under the 1976 Bylaws, and to report to the December Bylaws Committee, Election committee and National Board meeting, with recommendations or relevant questions, including but not limited to officer structure, elections process, transitions between administrations and settlement of conflicts within the National Action Center, said committee to be appointed as follows: two by Judy Goldsmith who shall name the chair, two by Barbara Timmer and one by the other four committee members.

5/78

Motion adopted to accept the NOW-LDEF process for approving proposals.

NOW/LDEF PROCESS FOR APPROVING PROPOSALS

1. Initiation --
Proposals for projects qualifying for funding through the NOW-LDEF can be submitted by individuals, by chapters, by states, by Regions or by committees acting as sub-units of NOW.

A cover letter should be sent with the proposal specifying whether the sponsorship being sought is as fiscal agent only (the applying person/unit does the fundraising and works through the Fund to take advantage of its 501(c)(3) tax-deductible status), or for both fiscal agency and administrative-fundraising sponsorship.*

Individuals should send 2 copies of the proposal to:

Development Director
NOW Legal Defense and Education Fund
99 Hudson Street
New York, NY 10013

Sub-Units of NOW (Chapters, States, Regions, Committees) should send 2 copies of the proposal to the NOW/LDEF Development Director (address above) and should send 3 copies of the proposal to:

Action Vice President
NOW Action Center
1401 New York Avenue, N.W., Suite 800
Washington, DC 20005

2. Distribution --
The NOW Action Vice President will forward 2 of her 3 copies to:
 - a. The Chair of the related Issue Committee of the NOW National Board;
 - b. The Chair of the related NOW National Committee to implement Conference Resolutions (see chart)

3. Feedback --
The chairs of the relative committees may use their own discretion or may consult with others, such as members of their committee, but within _____ days they must respond to the NOW Action Vice President if they object to the proposal. All proposals will be assumed approved if no objection is received within _____ days.

* If the proposal is for both fiscal agency and administrative/fundraising sponsorship, add to the project budget an administrative fee of 15% for NOW sub-units or a 20% fee for individuals and all others.

If any of the NOW officials object on the basis that they wish to seek approval of the entire NOW Board, this fact should be communicated (a) to the NOW Action Vice President; and (b) to the NOW/LDEF Development Director, who will place a "hold" on the proposal until she receives further instructions from the NOW Action Vice President.

Note: It is the responsibility of the NOW Action Vice President to see to it that the matter is taken up and

resolved at the next meeting of the NOW National Board.

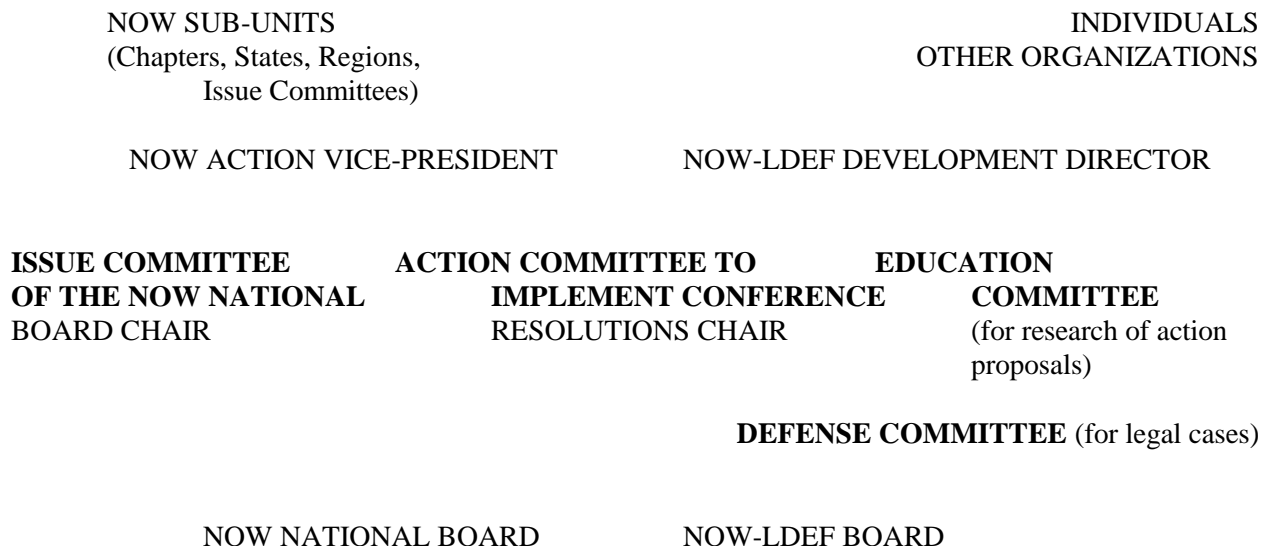
4. Instruction: Recommended/Not Recommended --
After ____ days, the NOW Action Vice President should inform the NOW/LDEF Development Director if the proposal is (a) Recommended or (b) Not Recommended pending further action by the NOW Board. In the event of (b), the NOW Action Vice President should inform the NOW/LDEF Development Director of the disposition of the proposal within 10 days after the next National Board meeting.
5. NOW/LDEF Internal Handling --
Once a proposal is deemed "approved" by the NOW mechanism described above, the NOW/LDEF Development Director will seek the approval of the appropriate NOW/LDEF Board Committee (Education or Defense), subject to ratification by the NOW/LDEF Board of Directors at their next meeting.

Time-frame: Where there are no objections, the total process should not take more than __ weeks. Where there are objections, the process could take as long as four months.

The NOW/LDEF Development Director will take the responsibility for contacting the proposal applicant regarding progress and disposition.

Note: How do you decide when a proposal may be submitted by an individual and when it should be through a sub-unit of NOW? The overriding criterion is: "Does the project involve participation by groups of NOW members or through the organizational structure?" If so, it is not an individual proposal.

APPROVAL PROCESS FOR NOW-LDEF PROJECT PROPOSALS



7/80 The following Legal Policy was adopted:

NOW, INC. LEGAL POLICY

I. Statement of Purpose

In order to:

- A. Maintain an accurate and comprehensive record of the kinds of legal actions in which NOW, Inc. is involved;
- B. Ensure Board approval of litigation which may entail corporate legal responsibility or liability;
- C. Avoid conflicting legal theories or litigation not in the membership's best interest; and,
- D. Facilitate cooperation and eliminate duplication between NOW, Inc. and NOW-LDEF,

II. Policy

1. Any litigation in which the name of the National Organization for Women, Inc., appears, may be undertaken only after approval as set forth in the Standing Rules.
2. No funds or monies of NOW, Inc., may be obligated or disbursed for litigation expenses without approval of the National Board.
3. The National Board must approve National Conference Resolutions which suggest or require legal action or litigation.
4. Nothing contained in this policy statement or the Standing Rules shall require or preclude submission or acceptance of litigation by NOW-LDEF.

III. Procedures

1. Legal Action Forms should receive a file number and notice of receipt and the assigned number sent to the contact person listed on the form.
2. If an approval is requested, the Vice Presidents Executive and Action, with the advice and consent of the appropriate National Committee Chair, will make a recommendation to the President.
3. The President and Vice Presidents together form the Executive Legal Committee with authority to bring recommendations to the National Board.
4. At each Board meeting, the Vice President Action (or other member of the Executive Legal Committee) shall present a summary of notices of legal action and requests for approval.
5. The National Board may discuss, approve or disapprove specific requests, but any information of a confidential nature or which may prejudice a party's position should be discussed in executive session.
6. The Executive Legal Committee or the Board may recommend that requests be referred to NOW-LDEF.
7. Board decisions will be communicated to the contact person by the Vice President Executive (or another member of the Executive Legal Committee).
8. In any situation where time is a factor and delay until the next Board meeting is prejudicial, the following procedure is available:
 - a. The Executive Legal Committee determines that time deadlines require action before the regularly scheduled

LEGAL POLICIES

- Board meeting;
 - b. Any two members of the Committee act on the matter or request; and
 - c. Action taken must be ratified at the next regularly scheduled Board meeting.
9. If costs or fees might be or have been awarded to NOW, Inc., the National Board should recommend or decide to whom such monies will be disbursed.

STANDING RULES

(Summary of Procedure and Suggested Filing System)

Procedure upon receipt of Legal Action form:

1. Assign file number.
2. Send notice of receipt and file number for any subsequent correspondence to contact person listed on form.
3. Executive Legal Committee:
 - a. Notice of non-litigation support:
Send copy of Legal Action Form to appropriate National Committee. The Committee may be responsible for continuing non-legal support as may be required.
 - b. Notice of administrative proceeding:
(Same as for above)
 - c. Request to act as amicus curiae:
Vice Presidents and National Committee Chair recommend action to President.

President and Vice President (Executive Legal Committee) recommend action to the Board.

If delay until the Board meeting might be prejudicial, the Committee may act and request ratification at the next Board meeting.

- d. Request to use the corporate name as plaintiff:
(Same as for above)
- e. Notice that the corporation has been named as defendant:
(Same as for above with the reminder that time restraints may require immediate Executive Legal Committee action.)

12/79

Moved that the National Board of NOW reaffirm and ratify its intent to be a plaintiff in the Hughes Aircraft case.

MAILING LISTS

BOARD CANDIDATES' ACCESS TO/USE OF MAILING LISTS

2/96

Board candidates, upon being cleared as qualified by the nominating committee in their respective regions, are entitled to lists of the chapters in their regions, with or without phone numbers for those chapters, and either in sticky or cheshire label format. These lists must be paid for by the candidate.

The Regional Director shall notify the Membership Department of the National Action Center in writing of the chair of the nominating committee. The chair of the nominating committee shall notify the Membership Department of candidates' requests for chapter labels. No candidate shall make use of membership or credentialing lists for campaign purposes.

The Regional Director shall notify the National Action Center in writing of the chair of the credentialing committee. The credentials chair shall direct the Membership Department where to send the region's credentials list. No credentials chair shall be a candidate for the national board.

3/89

Yard advised the board of NOW's policy on list rentals: "NOW's list will be rented or exchanged as requested and deemed appropriate, provided NOW has seen the copy in advance and determined that it would not be offensive to our members. Lists are not provided directly to the renter, but instead to their service bureau or mail house for use on that mailing only, with strict non-disclosure to the client." This is the policy approved by the Executive Committee, and has been in effect for some years.

1/89

Moved that the Executive Board bring to the March Board meeting the policy regarding list rental income contained in Income Category 4250; such policy should address, at the minimum, to whom we will rent NOW's membership lists, how many times per year list rental will occur and what conditions we will place on its use by the renter.

2/86

State Coordinators who have access to the at-large lists must make them available on an equal basis to all chapters in the state.

2/84

Due to the escalating cost of label production and the increasing demand by regional, state and chapter leadership for standing and special label orders, regions, states and chapters are to be charged \$20.00 for the first copy of a label order and \$2.00 for each additional copy of the same order. All regions, states and chapters will be notified and this policy will go into effect March 1. This policy will be reviewed by the Budget Committee at its first 1985 meeting and a report on its impact will be made at the first Board meeting in 1985.

7/83

Moved that the State Coordinators and Board members' names and addresses be made available to major presidential candidates only after briefing papers and voting records are made available [to the State Coordinators and Board Members].

7/79

Moved that the National Association of Human Rights Workers be allowed to use our list of state coordinators

MAILING LISTS

and National Board members for the purpose of making an invitational mailing to their national convention.
5/79

Moved that NOW authorize the NOW/PAC to release to such candidates as the NOW/PAC shall approve the NOW membership list for a fundraising mailing(s) through the 1980 general elections.

7/78

Motion adopted that the words "NOT TO BE USED FOR COMMERCIAL PURPOSES" are to be printed on all leadership lists exclusive of labels, or other protective language suggested by NOW attorney. This protective language is also to appear on lists in NNT.

2/77

Motion adopted that National NOW allow additional NOW members upon request and payment of fee to be added to the leadership mailing lists for an annual estimated fee to be determined by the Secretary to cover the costs. Members eligible are limited to those who have been on the most recent past leadership list and those national officers or Task Force Co-coordinators ascertainable.

4/76

Motion adopted that NOW no longer sell its leadership list. (This does not exclude use of the list by NOW members for NOW affairs.) This policy to be reviewed in six months. A form letter is to be developed to be sent in reply to commercial inquiries about mailing lists which includes prices for advertising in Do It NOW.

11/68

Motion adopted that no member or officer of NOW (National, State or Chapter) may release a membership list to a non-member or organization.

1978

WHEREAS, the National Organization for Women has been in existence for over ten years; and

WHEREAS, the various national conferences and national boards have made policy on issues and administrative matters; and,

WHEREAS, no timely accessible list of these policies exists;

THEREFORE BE IT RESOLVED, that the National Board direct the Executive Vice President of National NOW to make available to regions, states and chapters two policy manuals, one of which shall be called Issues Policy Manual and which shall contain all resolutions, motions and statements pertaining to issues passed by National Conferences and National Boards (These resolutions, motions and statements are to be grouped by issue and annotated as to the date and body which passed them.); and the other of which shall be called an Administrative Policy Manual and which shall contain all policies pertaining to administration passed by National Conferences and National Boards.

BE IT FURTHER RESOLVED, that one copy of each manual shall be sent free of charge to each state organization within one year of this date and that the national board direct that the Executive Vice President have the responsibility to provide state organizations with updates of these manuals within one month of the passage of new policy.

MEMBER INSURANCE

NOW/MED Resolution

2/93

Due to the numerous and unending problems with the NOW/MED and Consumers United Insurance Company (CUIC) and after several years of talking and negotiations with CUIC in efforts to solve those problems without success and in fact there has been an increase in dissatisfaction and serious coverage problems experienced by our members who are covered by CUIC.

Therefore, we direct the National NOW Executive Committee to begin research on options to CUIC, not excluding the elimination of this kind of service entirely, with a goal of discontinuing NOW/MED and CUIC no later than June 1993.

9/85

The Board and the Vice President-Executive shall examine the performance of the NOW/Med and NOW/Life programs, including a notice in the NNT and a field spot check by the Board members (with the field results turned in by November 1, 1985). The Board will review the results and recommend any needed changes at the [next] Board meeting.

5/84

Moved that NOW establish an association insurance plan for our members and that the Executive Committee oversee the implementation of the plan including any appropriate use of our membership list.

5/84

Moved that NOW's association insurance plan be established with Consumers United Insurance Corporation of Washington, DC. This plan shall include comprehensive major medical insurance, Medicare supplement, and term life insurance.

MEMBERSHIP

MULTIPLE MEMBERSHIPS

5/95

WHEREAS, chapter and state policy and process decisions, as well as the election of leadership, should be made by members of those bodies; and

WHEREAS, a member of NOW can support with monetary contribution more than one chapter or state organization by paying for an additional membership, to learn of that chapter or state's activity by receiving a newsletter or to simply support their efforts financially, and may receive a membership for that contribution.

BE IT RESOLVED, that in the case of multiple memberships purchased by a member, only one may be designated on membership records as "voting" and a member may only vote and/or hold office in the chapter/state organization designated as "voting" all others must be designated on membership records as "non-voting." Temporarily changing chapters for the purpose of voting in another chapter shall be considered a violation of this policy.

See Also: Elections

MEMBERSHIP RECRUITMENT

5/95

WHEREAS, membership recruitment and development are essential parts of sustaining NOW as an organization; and

WHEREAS, on 1994 the Board established an Annual Membership Drive; and

WHEREAS, 1995 is the 75th anniversary of suffrage and it is now timely to focus on field organizing and building for the 1996 elections.

THEREFORE BE IT RESOLVED, that board members commit to take responsibility in working with state and chapter leaders in developing a plan for membership recruitment and development; and

BE IT FURTHER RESOLVED, that board members meet with state coordinators to specifically work with them in developing a year-long membership campaign that will kick-off on August 26, 1995; and

BE IT FURTHER RESOLVED, that there will be a workshop on the membership campaign at the 1995 National Conference in Columbus, Ohio; and

BE IT FURTHER RESOLVED, that the campaign will include such elements as economic encouragement, numeric goals, the development of campaign packets to include materials in both print and electronic format, and field and chapter activist development training.

MEMBERSHIP EXPIRATION DATES

9/94

WHEREAS, membership records function as a means of voter registration for all levels of NOW, and

WHEREAS, membership records provide proof of eligibility to vote and hold office in our organization.

THEREFORE, the following access restriction is adopted or affirmed:

When a change is made to a membership record, the database should continue to indicate that a change/correction was made and when; documentation of the basis for the change shall be maintained for at least three years; changes to records will be made only with proof of payment and then only in (full) year increments.

Changes must be approved in writing by an officer unless they are of a routine nature. An example of a routine change is the need to reapply a contribution as membership dues because the member perceived a special appeal solicitation as a membership renewal solicitation.

NATIONAL ANNUAL MEMBERSHIP RECRUITMENT MONTH

2/94

WHEREAS, NOW works toward an equitable political, economic, and social reality for all women; and

MEMBERSHIP

WHEREAS, membership is of major importance to NOW's influence and finances; and
WHEREAS, activism is crucial to the achievement of our goals;

THEREFORE BE IT RESOLVED, that;

1. NOW declare a designated month "Annual Membership Recruitment Month";
2. A small ad hoc committee be formed from the 1994 State Coordinator's Caucus meeting to help National staff develop a membership information packet to be used in a grassroots membership campaign;
3. The caucus endorse the creation of an infomercial to be disseminated to states and chapters as a major piece of this packet.

BE IT FURTHER RESOLVED, that NOW update recruitment and CR materials as soon as possible and regularly, and that through those materials NOW actively educate the membership to increase activism.

1/88

Moved that the Executive Committee answer requests for membership data from academic researchers on a case-by-case basis.

MINUTES

1/89

Moved that the wording and disposition of the motions passed in Executive Session be reported in the National Board Minutes.

10/88

Moved that from this point on, all motions and amendments will be read into the record from the written motion prior to a vote on that motion or amendment.

2/73

Motion adopted that full Board minutes be distributed to all chapters and that pertinent highlights be published in DO IT NOW with input from the Board.

7/86

Moved that the articles of incorporation and the bylaws establishing the NOW Foundation, Inc. be adopted.

ARTICLES OF INCORPORATION
OF
THE NATIONAL ORGANIZATION FOR WOMEN FOUNDATION, INC.

TO: The Recorder of Deeds, D.C.
Washington, D.C.

We, the undersigned, natural persons of the age of twenty-one (21) years or more, acting as Incorporators of a corporation, adopt the following Articles of Incorporation for such corporation pursuant to the District of Columbia Non-Profit Corporation Act.

FIRST: The name of the corporation (which is hereinafter referred to as the "Foundation") is The National Organization for Women Foundation, Inc.

SECOND: The period of duration of the Foundation is perpetual.

THIRD: The Foundation is organized, and shall be operated exclusively to finance and conduct charitable and educational programs in support of the National Organization for Women, Inc., a District of Columbia non-profit corporation.

FOURTH: The Foundation shall have members and the requirements for membership as well as the rights and duties of members shall be as set forth in the Bylaws.

FIFTH: The affairs of the Foundation shall be managed by a Board of Directors to be selected in the manner provided by the Bylaws. The number of Directors constituting the initial Board of Directors is thirty-six (36). The number of Directors can be changed from time to time by amending the Bylaws, but shall never be less than three. The names and addresses of the persons who are to serve as the initial Directors of the Foundation until their successors shall be elected and qualified are:

SIXTH: The address of the registered office of the Foundation in the District of Columbia is 1401 New York Avenue, N.W., Suite 800, and the name of its initial registered agent at such address is Sheri O'Dell.

SEVENTH: The Foundation is not authorized to issue capital stock. No part of the assets or net earnings of the Foundation shall inure to the benefit of or be distributable to its directors, officers or other private persons, except that the Foundation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article THIRD hereof. No substantial part of the activities of the Foundation shall be the carrying on of propaganda or otherwise attempting to influence legislation and the Foundation shall not participate in, or intervene in (including the publication or distribution of statements), any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Articles the Foundation shall not carry on any other activities not permitted to be carried on (i) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue Law), or (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United

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States Internal Revenue Law).

EIGHTH: In the event of dissolution of the Foundation, the Board of Directors shall, after payment of or due provision for all liabilities of the Foundation, dispose of all of the assets of the Foundation exclusively for charitable and educational purposes by paying such assets over to such entity or entities organized and operated exclusively for educational and charitable purposes (as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 or the corresponding provision of any future United States Internal Revenue Law), as the Board of Directors may determine. Any such assets not so disposed of by the Board of Directors shall be placed in the custodianship of, and disposed of by, the United States District Court of the District of Columbia, or its successor, exclusively for and in furtherance of the charitable and educational purposes set forth in the Bylaws and these Articles of Incorporation.

BYLAWS OF THE NOW FOUNDATION, INC.

Article I. Name.

The name of this organization of women and men is "The National Organization for Women Foundation, Inc. (the "Foundation").

Article II. Statement of Purpose.

The Foundation's purpose is to finance and conduct charitable and educational programs in support of the National Organization for Women, Inc., a District of Columbia nonprofit corporation ("NOW"). These programs may include, but shall not be limited to, the promotion of social welfare by defending women's rights and other human and civil rights secured by law.

Article III. Membership.

The Foundation's Directors from time to time shall be its only members.

Article IV. Board of Directors.

The Foundation's affairs shall be conducted under the direction of a Board of Directors which shall be identical to the Board of Directors of NOW, with each NOW director automatically becoming a director of the Foundation. Each vacancy, resignation, removal, appointment or election of a NOW director working a simultaneous, identical change as to that person regarding service as a Foundation Director.

Article V. Officers.

The Foundation's day-to-day affairs shall be conducted by its officers, who shall be those persons holding the offices in NOW corresponding to the Foundation offices listed below. Each vacancy, resignation, removal, appointment or election of a NOW officer shall work a simultaneous, identical change as to that person regarding service as a Foundation officer.

Section 1. Titles and Duties.

A. President: There shall be a President who shall be salaried and shall be a voting member of the Board. The President shall be the principal spokesperson and chief administrative officer of the organization and shall be responsible for the day-to-day operation of the organization between Board meetings. The President shall call the meetings of the Board, and the Executive Committee, and shall preside at these meetings. The President shall have authority to approve and disburse grants within aggregate financial limits established by the budget approved by the Board.

B. Vice President-Executive: There shall be a Vice President-Executive who shall be salaried

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and shall be a voting member of the Board. The Vice President-Executive shall directly supervise the administrative staff, preside at all meetings in the absence of the President, and perform such other duties as may be delegated by the President of the Board.

C. Vice President-Education: There shall be a Vice President-Education who shall be the same person who holds the position of Vice President-Action with NOW from time to time. The Vice President-Education shall be salaried and shall be a voting member of the Board, and shall, in cooperation with the President, directly supervise the creation and conduct of educational programs, review grant proposals (making recommendations to the President), as well as perform such other duties as may be delegated by the President or the Board.

D. Secretary: There shall be a Secretary who shall be salaried and shall be a voting member of the Board. The Secretary shall keep the minutes of the meetings of the Board and the Executive Committee; shall be responsible for the general correspondence of the corporation; and shall be the custodian of the records. The Secretary shall perform such other duties as may be delegated by the President or the Board.

E. Treasurer: There shall be a Treasurer who shall be salaried and shall be a voting member of the Board. The Treasurer shall be the chief financial officer of the organization; shall prepare the budget; shall disburse funds; and shall be responsible for quarterly financial reports to be transmitted to the Board. The Treasurer shall have had at least two years' experience in a position which deals directly with the management of accounts and the preparation and evaluation of financial statements. The Treasurer shall chair the Finance and Budget Committee, and shall perform such other duties as may be delegated by the President or the Board.

Section 2. Executive Committee.

The Executive Committee shall be composed of the officers. Where action is necessary between meetings of the Board, the Executive Committee may act on behalf of the Board, provided that the action is consistent with the Articles and these Bylaws, and further provided that the Executive Committee may not amend either the Articles or these Bylaws or take action to merge, liquidate or transfer substantially all of the assets of the Foundation. The Executive Committee shall report all of its actions and decisions to the Board. A meeting of the Executive Committee shall be held only after adequate notice to all officers. The Executive Committee may meet by any means, such as a conference telephone call, which will allow the officers to confer as a body. A quorum of the Executive Committee shall be three officers.

Section 3. Salaries.

The Board shall set the salaries of the paid officers for the next term, except that officers may not vote on matters of officers' salaries.

Article VI. Committees.

Section 1. Standing Committees of the Board.

A. There may be standing committees of the Board, which may include, but are not limited to, the following:

1. Public Relations
2. Finance and Budget
3. Publications
4. Legal

B. The members of the standing committees shall serve for the duration of the term of the

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administration under which they serve.

- C. The standing committees shall report to the Board at regular intervals.
- D. The President shall designate the chair and members of each committee subject to the approval of the Board.
- E. The Chair of a standing committee shall be any NOW member unless otherwise provided for in these bylaws.

Section 2. Advisory Committee.

There may be an Advisory Committee appointed by the Board which shall consist of a chair appointed by the President and not more than one-hundred NOW members who shall serve for two years. The Advisory Committee shall be available to the President and Board for advice and consultation as requested and for assistance in fundraising. The chair shall be a non-voting member of the Board and shall serve for a term of two years.

Section 3. Special Committees of the Board.

There shall be other committees which do not have the authority of the Board for management of the corporation, but which may advise the Board and officers, or may perform such other duties as the Board or President may wish to assign.

Article VII. Finance.

Section 1. Fiscal Year.

The fiscal year shall begin January 1 and end December 31.

Section 2. Budget.

The Finance and Budget Committee shall prepare a proposed line-item budget for the fiscal year. The budget shall be approved by a majority vote of the members of the Board present and voting at a meeting preceding the commencement of the fiscal year on January 1. Review and revision of the budget may occur at any regular or special meeting of the Board by a majority vote of those present and voting.

Article VIII. Vacancies.

In the event of a vacancy in the office of President, the Vice President-Executive shall immediately assume the office and duties of President.

Article IX. Amendments.

These Bylaws may be amended by affirmative vote of three-fifths of the entire Board of Directors of the corporation at any duly convened regular or special meeting of the Board, provided that the general sense of the amendment is contained in the notice for that meeting.

Article X. Parliamentary Authority.

Except as herein provided, all proceedings of the Foundation shall be governed by Robert's Rules of Order Newly Revised.

Article XI. Indemnification.

Reference is hereby made to Section 505(14) of the District of Columbia Nonprofit Corporation Act

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(or any successor provision thereto). The Corporation shall indemnify each person who may be indemnified (the "Indemnities") pursuant to such section, to the full extent permitted thereby. In each and every situation where the Corporation may do so under such section, the Corporation hereby obligated itself to so indemnify the Indemnities, and in each case, if any, where the Corporation must make certain investigations on a case-by-case basis prior to indemnification, the Corporation hereby obligates itself to pursue such investigations diligently, it being the specific intention of these Bylaws to obligate the Corporation to indemnify each person whom it may indemnify to the fullest extent permitted by law at any time and from time to time. To the extent not prohibited by Section 505(14) of the District of Columbia Nonprofit Corporation Act (or any other provision of the District of Columbia Nonprofit Corporation Act), the Indemnities shall not be liable to the Corporation except for their own individual willful misconduct or actions taken in bad faith.

7/86

Moved that policies be developed by a committee which will include the VP-Education and a NOW LDEF representative to clarify issues such as:

- 1) the fundraising strategies of the Foundation,
- 2) the charitable and educational intent of the Foundation, and report to the NOW Foundation Board no later than the February, 1987 Board meeting.

NATIONAL BOARD

MEMBER JOB DESCRIPTION

5/96

We recognize our common commitment to the advancement of women's rights and accept that there may be differences as to how best to accomplish our goals. The Board of NOW shall strive to model feminist principles in the way we work together and practice fairness, honesty and respect in all our dealings with each other.

Board members shall be guided by the National Bylaws (see Article VII, Section 2, "Duties and Powers") in making their decisions and ensure that policies and practices will further NOW's mission. Each member is responsible for:

Managing the affairs, funds, and property of the organization;
Developing and planning the action agenda;
Implementing Conference resolutions;
Facilitating national actions and the exchange of information.

To fulfill these responsibilities, Board members will:

1. Provide leadership for NOW with respect to the organization's political direction, program, and finances in accordance with NOW bylaws Article VII, Section 3, Article A;
2. Actively participate in board meetings and board committees;
3. Accept financial responsibility for NOW by understanding, developing and monitoring the NOW budget and appropriate related fiscal matters;
4. Maintain two-way communication with the membership, to be aware of local and regional concerns, and disseminate information to and from the national level;
5. Take responsibility for increasing NOW's financial resources by personally helping to develop and implement fundraising activities;
6. Enrich NOW's diversity by encouraging issue-awareness, outreach, leadership development, and inclusion in all NOW campaigns, actions, and programs;
7. Provide direction and encouragement to NOW activists and opportunities for the development of future generations of NOW leaders;
8. Assist the national officers in carrying out their responsibilities;
9. Serve as an ambassador for NOW within the organization, with other organizations and the public at-large;
10. Keep well-informed about the By-laws and policies of NOW.

RESOLUTION FOR THE APRIL ACTION

2/96

WHEREAS NOW is organizing a National Fight the Right Action in San Francisco, California on April 14, 1996, and

WHEREAS the National Board can provide exceptional leadership and invaluable help in building momentum for the event, and

WHEREAS the Action Center will provide organizing resources including sample speeches, press releases, campus organizing kits, action ideas, videos and Fight the Right resource materials.

THEREFORE BE IT RESOLVED that National board members will commit to the following:

1. Make and/or coordinate at least 10 speeches in their region with special emphasis on campuses;
2. Work with states to encourage chapters to organize Fight the Right local actions that will build their numbers for the April 14 action.

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3. Work in coalition with local organizations and coalitions to elicit support and encourage their participation.
4. Target the local affiliates of endorsing organizations and encourage additional organizations to endorse.
5. Work together with board members from their region to coordinate strategic communications to the chapters and states in their region. These communications shall include but not be limited to: the big picture (i.e., this is a NATIONAL ACTION which IS THE MAJOR KICK OFF FOR THE '96 CAMPAIGNS, etc) crowd building including setting high attendance goals befitting a NATIONAL ACTION and fundraising ideas.

2/96

Moved that the National Conference Resolutions left on the floor at the end of the conference be referred to the board for action in a time-expedient manner.

12/95

Moved that the proposed budget be sent out to all board members three weeks prior to the last board meeting of the year and that at the September board meeting there be training on the budget and the budget process.

12/95

Moved that "The National Board of NOW censures Tammy Bruce, the President of Los Angeles NOW, for the public statements she has made in the aftermath of the Simpson verdict that are inconsistent with and adverse to NOW policy; that NOW release a press statement that repudiates the racist statements by Tammy Bruce and amplifies our policy of ending racism; and that we request a retraction or repudiation, as appropriate, of the statements that have been made by or attributed to her."

9/95

Moved that an action/rally/march be held April 14, 1996 in San Francisco.

9/95

Moved that an ad hoc committee of the board work on the board member responsibilities and that time be allocated for discussion at the December board meeting.

9/95

Moved that Board meetings in the next two years be held in geographically diverse areas to implement education /action training sessions [on the ERA], the people to do the day-long training be non-officer staff and/or activists.

9/95

Moved to reappoint both Janet Canterbury and Eleanor Smeal as co-chairs of the National Advisory Board.

9/92

Moved that we [the Board] have the following four administrative committees: budget, chapter/state development, affirmative action, structure and process.

Article VII. The National Board

(Excerpted from National Bylaws, 7/93)

Section 1. Composition

NATIONAL BOARD

The National Board shall be composed of the Board Members, elected by members of the regions, the National Officers, and the President of the NOW Legal Defense and Education Fund.

Section 2. Duties and Powers

A. Administrative

The National Board shall manage the affairs and control the funds and property of the organization; approve all appointments; and adopt necessary rules and regulations, provided that none of the Board's actions shall conflict with or modify the actions or directives of the national Conference or be inconsistent with the purpose of the organization.

B. Action

The Board shall develop and plan the action agenda, implement conference resolutions, and facilitate national actions and the exchange of information.

C. National Board members shall be responsible to present the concerns (including actions and programs) of the states and chapters within their regions to the National Board and to report National Board decisions to the states and chapters within their regions. Further duties of National Board members within their regions may be defined by their region's bylaws and policies.

Section 3. Meetings

The Board shall meet at least three times each calendar year at the call of the President or at the request of one-fourth of the Board members. At least thirty days' notice shall be given for regular meetings of the Board. At least seven days' notice shall be given for special meetings.

Section 4. Regional Election of Board Members

A. There shall be nine Regions which shall be:

- (1) **Northeast**- Maine, New Hampshire, Vermont, Massachusetts, Connecticut, New York, Rhode Island;
- (2) **Mid-Atlantic**- New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia;
- (3) **Southeast**- North Carolina, South Carolina, Georgia, Florida, Puerto Rico, Virgin Islands;
- (4) **Mid-South**- Tennessee, Alabama, Mississippi, Arkansas, Louisiana;
- (5) **South Central**- Texas, Oklahoma, New Mexico, Kansas, Colorado;
- (6) **Great Lakes**- Michigan, Wisconsin, Ohio, Indiana, Illinois, Kentucky;
- (7) **Prairie States**- Minnesota, Missouri, Iowa, North Dakota, South Dakota, Nebraska;
- (8) **Northwest**- Washington, Alaska, Oregon, Montana, Idaho, Wyoming; and
- (9) **Southwest**-California, Nevada, Utah, Arizona, Hawaii, Guam, American Samoa, Trust Territory of the Pacific Islands.

B. Based on the number of members within the region as defined in this section, each region shall be allocated;

- (1) a number of Board seats;
- (2) a maximum number of Board members allowed from an individual state; and
- (3) the minimum number of Board seats which shall be filled by persons of color.

The paid NOW membership on national records as of January 1 of the year in which the election of Board members is held shall be used to determine allocation of the Board seats.

1. Regions with 12,500 members or fewer shall be allocated three Board seats; no more than two Board members may come from any one state; a minimum of one Board seat shall be filled by a person of color.
2. Regions with at least 12,501 members and fewer than 25,001 members shall be allocated four Board seats; no more than two Board members may come from any one state; a minimum of one Board seat

NATIONAL BOARD

- shall be filled by a person of color.
3. Regions with at least 25,001 members and fewer than 37,501 members shall be allocated five Board seats; no more than three Board members may come from only one state; except that no more than four shall be from the state of California; a minimum of two Board seats shall be filled by persons of color.
 4. Regions with at least 37,501 members shall be allocated six Board seats; no more than four Board members may come from any one state; a minimum of two Board seats shall be filled by persons of color.

Section 5. Procedures and Standards for Elections in Regions

- A. Any NOW member who has been a member in good standing for at least two years immediately prior to the date of election shall be eligible to serve on the National Board. Board Members must remain residents of the region from which elected in order to remain on the Board.
- B.. All National Board members shall be elected at regional conferences at which all members of the region in good standing whose dues are received by the national organization or its appropriate subunits at least ninety days prior to the conference and who are present may vote. Minimum procedures shall be:
 1. The National Board members must be elected by a majority of the votes cast. Preferential or cumulative voting is permissible. In preferential voting, Board members must be elected by a majority of preferences counted in the final tally.
 2. At least sixty days notice in an every-member NOW publication must be given of regional elections for national Board members.
 3. The site(s) of the conference must be chosen by a majority vote of the State Coordinators voting.
 4. The procedure for nominating National Board members in the regions shall be the same as that for nominating officers of the national organization. The State Coordinators in each region shall serve as the nominating committee for that region.
 5. Regional elections shall be held in the month of March, April or May of even-numbered years.

Section 6. Terms of Office

- A. National Board members elected in the regions shall hold office for a term of two years or until their successors are elected; except that Board members elected in 1983 shall serve three-year terms until 1986. Subsequent terms shall be for two years.
- B. Board members shall take office at the close of the National Conference in the year in which they are elected.
- C. No Board members shall be eligible to serve more than two consecutive terms. In the case of Board members elected to fill a vacancy under Article XII, their partial term shall not be considered in determining the term limitation.
- D. Any National Board member who is absent from three consecutive National Board meetings for which reimbursement is provided shall be automatically removed from the national Board without recourse to Article XII, Section 2, Removals.

Section 7. Regional Directors

One National Board Member from each region may be designated by the Region to serve as the Regional Director of that Region.

ARTICLE IX. Committees

Section 2. Standing Committees of the National Board

- A. There may be Standing Committees of the National Board, which may include, but are not limited to the following:
 1. Public Relations

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2. Finance and Budget
 3. Legislation
 4. Membership
 5. Publications
 6. Legal.
- B. The members of the Standing Committees shall serve for the duration of the term of the administration under which they serve.
- C. The Standing Committee shall report to the National Board at regular intervals and to the membership at the annual Conference or through an every-member national NOW publication.
- D. The President shall designate the chair of each committee subject to the approval of the National Board.
- E. The chair of the standing committee shall be any NOW member unless provided for in these bylaws.
- F. The members of the standing committees shall be appointed by the National Board.
- G. The functions and duties of the standing committees shall be designated by the National Board.

Section 3. Advisory Committee

There may be a National Advisory Committee appointed by the Board which shall consist of a chair appointed by the Board and not more than one-hundred NOW members who shall serve two years. The Advisory Committee shall be available to the Board for advice and consultation as requested and for assistance in fundraising. The chair shall be a non-voting member of the Board and shall serve for a term of two years, the completion of the term to be at the close of the National conference in odd-numbered years.

Section 4. Special Committees of the National Board

There shall be other Committees which do not have the authority of the Board for management of the corporation, but which may advise the Board, officers, and membership-at-large, or may perform such other duties as the Board, National Conference or President may wish to assign.

ARTICLE XII. Vacancies

Section 3. National Board Members Elected in the Regions

Vacancies in Regionally elected National Board positions shall be filled by any member of that Region who meets the criteria for national office and is elected by a vote of two-thirds of the State Coordinators and the remaining Board Member(s) of that Region.

ARTICLE XIII. Recall and Removal

Section 1. Recall

- A. Regional Board Members. A petition by ten percent of the membership of the Region shall initiate the recall of a National Board Member elected in that Region. The petition shall designate either a conference vote or a postal ballot as the method of recall. The National Board has the responsibility to carry out the mandate of the petition. For a postal vote, the procedures shall be in accordance with Roberts' Rules of Order, Newly Revised.

9/90

Moved that the National NOW Board have its meetings wherever it is most economical and efficient.

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7/89

Moved that National Board members seek out new potential major donors within their own communities for contributions to NOW PAC and NOW/Equality/PAC for the abortion rights campaign.

3/89

Moved that the National Board undertake a strategic planning process facilitated by a professional facilitator. Plans for the planning meeting will be developed by the Executive Committee and brought back to the National Board for approval before implementation.

3/89

Moved that the Board pass the Board Structure Committee's recommendation to the National Conference.

<u>Membership</u>	<u># of Bd. Mbrs.</u>	<u>Max.# from 1 State</u>	<u># Ppl. of Color</u>
0-12,500	3	2	1
12,501-25,000	4	2	1
25,001-37,500	5	3	2
37,501 and up	6	4	2

1/89

Moved that the wording and disposition of the motions passed in Executive Session be reported in the National Board Minutes.

10/88

Moved that from this point on, all motions and amendments will be read into the record from the written motion prior to a vote on that motion or amendment.

10/88

Moved that the wording and disposition of the motions discussed in Executive Session be reported in the National Board Minutes.

11/86

WHEREAS, the National Board of Directors of NOW is currently uninsured (Officer's and Director's Liability) and we are each individually at risk, the Executive Committee shall provide each Board Member with the portions of the D.C. Code relevant to our incorporation and with portions of the Internal Revenue Code relevant to 501(c)4 organizations so that they may responsibly act to protect themselves and the organization.

11/86

Moved that resigning Board members must provide written notice of their resignation to the Regional Director, National President and National Secretary who will in turn notify all Board members in writing before an election for replacement takes place.

7/86

Moved to adopt the following interim procedure for removals:

1. At least 30 days written notice be given to all Board members specifying the Board member whose removal is sought, the member requesting removal and the actions in question and

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- giving notice of the time and place a hearing will be held pursuant to paragraph 2 below.
2. A hearing will be held during the next Board meeting weekend. The Board shall allow the member whose removal is being considered to have an attorney or other advisor present throughout the hearing.
 3. At the conclusion of the hearing, a vote shall be taken by secret ballot.
 4. Prior to the invocation of this procedure, a committee appointed by the president with the consent of the Board will review the charge and will return a recommendation to the Board.

7/86

Moved that prior to any regional election, the Regional Director and the Conference Coordinator be notified by the National Secretary that ballots must be secured and kept until after the Board members elected are seated at their first Board meeting. See also ELECTION (REGIONAL).

7/86

Moved that the National Board candidates must have two years membership immediately prior to the regional election. This documentation must be available to the regional nominating committee and must be sent immediately to the National Secretary and National President.

7/86

Moved that as soon as the last regional conference has held national elections in election years, a list with addresses and phone numbers of the newly elected National Board members be sent to leadership. If there is a disputed seat, no names from that region will be included.

2/86

All Board members shall attend CR (Consciousness Raising) session(s) designed to raise our collective and individual consciousness on issues of racism and homophobia to be held at the next Board meeting.

2/86

The chairs of the CIC's on CR, Racism and Lesbian Rights shall participate in the development of the CR session for the Board and they shall attend the session.

2/86

The CR sessions shall be done yearly.

11/85

The National Board and State Coordinators shall be included in every substantially new mailing in the direct mail program and membership processing program.

SUGGESTED POLICY ON BOARD MEMBER COMMITMENTS TO THE NATIONAL ORGANIZATION FOR WOMEN

6/85

Board members shall be expected (by October 1 of each year) to submit an outline of their proposed commitment to the organization for the upcoming year. This shall include, but not be limited to: Goals for fundraising, including new member recruitment.

2/85

At every National Board meeting financial packets shall be made available for State Coordinators in

NATIONAL BOARD

attendance.

5/84

Moved that NOW, Inc. obtain Officers and Directors Liability Insurance as soon as possible.

9/83

Moved that starting with December, 1983, National Board meeting, the agenda for every National Board meeting will include a specific Executive Committee Report item.

7/83

Moved that coffee be available to all who attend National Board meetings and that contributions be solicited to cover the additional cost incurred.

7/83

Moved that by December, 1983, National Board meeting, and at each subsequent National Board meeting, an overhead projector shall be provided and utilized for displaying motions and amendments to the Board assembly.

4/83

The minutes of the National Board meetings shall be expanded to include brief background information that is appropriate to the motions and requests from Board members that are agreed to be members of the Executive Committee or other members of the Board.

4/83

National PAC's minutes shall be distributed to the National Board members.

2/83

If a National Board Member is absent from two consecutive National Board meetings for which reimbursement is provided, the National Secretary shall notify in writing said National Board Member of the absences with a copy to the other National Board Members and State Coordinators in the Board Member's region. This communication shall include notification that Article VI, Section 6, D. of the National Bylaws regarding removal, shall be invoked if the Board member is absent from a third consecutive Board meeting for which reimbursement is provided.

12/81

Moved that the Board return to the practice of holding one set of Board Committee meetings on Friday evening and one set on Saturday.

12/81

The National Board of Directors, after extensive discussions of the National Conference Implementation Committee system, recognizes that there are many complex factors which have over the years impacted the ability of the committee system to function. The National Board applauds the achievements of Conference Implementation Committees in the face of these difficulties. The National Board further recognizes that these long-standing problems cannot be solved quickly and should be given thorough consideration not possible during the final seven months of the ERA Campaign and the preparations for the 1982 Congressional elections.

Moreover, the Board is anxious to have any revision of the committee system occur on a substantive basis outside the politically charged atmosphere of the 1982 National NOW Conference. For these reasons the

NATIONAL BOARD

Board is not proposing any changes or bylaws revisions at this time. The Board encourages National Conference Implementation Committees to continue working within the present structure and to assist the Board in its deliberation of revision of the committee system.

7/81

Moved that the Chapter and State Development Committee become: A. Chapter Development Committee; and, B. State Development Committee. The charge to A would be the servicing and maintenance of existing chapters and the charge to B would be to deal with the problems unique to State organizations, State Executive Committees and new chapter development.

7/81

In any region with elections scheduled during a particular calendar year, no member may expend greater than half of the year's allotment per Board seat for Board communication prior to the election.

7/81

Moved that we;

- (a) retain Friday night briefings;
- (b) retain Administrative Committees;
- (c) change Issue Committees to CIC Review Committees and eliminate the ERA Committee;
- (d) the first thing the CIC Review Committee should do is discuss the CIC role.

7/81

The Board agreed to three meetings:

- (a) PAC,
- (b) CIC Function review,
- (c) Board function review.

2/81

Board members may,

- (1) receive \$100 worth of materials normally charged for free each year and
- (2) Board members may receive a convenor's kit for informational purposes.

2/81

National NOW Board members may be eligible to be paid on the same basis as other NOW members for short-term assignments on projects relating to NOW's priority issues. This policy shall be reviewed in December 1981 and yearly thereafter.

2/81

Moved that for the April Board meeting, we test the following proposal for Board functioning: Board meeting will begin with briefing of the Board on current status of issues/administrative concerns including reports from CIC Committees (by the Vice President-Action). Meetings be held of no more than six ad hoc discussion groups. These are to be determined by the items of the agenda for the Board meetings. Furthermore, Board members should send appropriate agenda/committee suggestions to the National President for input. One of these meetings shall be 'Emerging Issues.' Board members/officers who have suggestions for inclusion in this discussion should make every attempt to pre-circulate information to the whole Board prior to the meeting. Members of these ad hoc discussion groups shall be self-selected. Meetings are to be held of necessary standing committees (e.g., Bylaws, Conference Review, Chapter/State Development). In addition, at this time ad hoc committees to facilitate Board work could meet, if necessary.

NATIONAL BOARD

2/81

Moved that we have for 1981 the following Board Administrative Committees:

- (1) Budget,
- (2) Conference Review,
- (3) Bylaws,
- (4) Chapter/State Development.

2/81

Moved that the Board agenda and items on it which request Board action shall be postmarked 21 days prior to the meeting.

2/80

Requests for support from the National NOW Board and/or requests for money should be referred to the Vice President-Action and the appropriate conference implementation committee chair for review and recommendation prior to endorsement by the National Board.

2/80

Moved that we change the name of Women and Health to Physical and Mental Health.

12/79

Moved that Board Administrative Committees be: Budget, Bylaws, Publications, Chapter and State Development, and Conference Oversight.

12/79

Moved that the following wording be included after the phrase "and encourage the undertaking of such endeavors" in the charge to the Publications Committee: this review, however, does not include editing of the publications by committee members.

2/79

Moved whenever possible, all reports to be presented to the Board should be written.

12/78

Moved that the National Board direct our attorneys to draft language to indicate that the National Organization will pay legal expenses and damages for any officer or agent of National NOW who may be personally sued for actions taken in performance of their duties and that the National Board accept this concept for inclusion in the Minutes of the December, 1978 Board meeting.

5/78

Motion adopted that the proceedings of the May 20-21, 1978 meeting and the National Board meetings be recorded by authorized persons for publication in the National NOW Times or any official NOW publication at any level. Working press members or representatives of papers who have violated Board policy shall be barred from all future meetings.

10/77

Motion adopted that no member may speak in debate more than three minutes at a time and that no member

NATIONAL BOARD

may speak a second time on the question until all others who wish to speak have done so.

10/77

Motion adopted that the current composition of the National Board Committees not be considered necessarily precedent-setting.

4/76

Motion adopted that in order to insure speedy preparation of the minutes, all motions shall be submitted in writing to the Chair and the Secretary at the time of their introduction; and that no motion will be considered unless it is in writing. This rule shall not include motions to recess, adjourn, or call the questions, but will include all other motions and amendments. Points of order should be submitted in writing as soon as possible. Incidental motions such as points of information and parliamentary inquiry are not included in the above.

4/76

Motion adopted that we no longer permit reasons for voting to be placed in the minutes except in the case of a roll call vote. Such a roll vote may be called at the request of one member; such reasons limited to 25 words or less.

1/76

Motion adopted that the Chair recognizes members of NOW in attendance at the National Board meetings to speak on issues of concern to them.

11/74

Motion adopted that the Secretary of NOW, upon termination of office, turn over the tapes of the National NOW Board meetings to the National Office where they will be available for reference. The original tapes shall not be circulated, however, if necessary, copies may be made for a fee which would represent the cost to NOW.

2/73

Motion adopted that full Board minutes be distributed to all chapters and that pertinent highlights be published in DO IT NOW with input from the Board.

12/68

Motion adopted that all members elected to the National Board must be willing and give their consent to publication of their names as officers and directors to appear on letterheads and official documents of NOW.

NATIONAL MOBILIZATIONS

1/76

Motion adopted that task forces, chapters, state committees, other NOW groups and individual members may all propose national mobilizations to the National Board. To be considered, each proposal must be submitted in writing and set forth in some detail. Barring unusual time constraints, no proposal will be considered unaccompanied by a program budget. The National Board will choose from among proposals submitted those it feels best serve the interests of National NOW. The National Board is free to determine the number and spacing of individual mobilizations and the issues upon which each will focus. The Board may also solicit specific mobilization proposals or develop proposals of its own. An ad hoc committee shall be appointed to oversee each mobilization endorsed by the National Board. At least one National Board member shall serve on each mobilization committee.

1/76

Motion adopted that national mobilizations be called in the name of the National Board and those chapters, states and task forces that wish to participate in a particular mobilization. Each national action voted by the National Board be prepared and circulated with enough time for the chapters to gear up (no less than two months) with complete background information that would also indicate to the Chair-one and the organizer of the mobilization their commitment to participate or not in the action.

2/93

Moved that the President get a \$10,000 raise and the President and other officers get the COLA plus 2%, 3%, 4% and 5% in consecutive years. Furthermore, each of the officers would get a 10% bonus when the membership totals 500,000 and an additional 10% bonus for each additional 1/4 million members after the half million mark.

Article VI. Officers

[Excerpted from National Bylaws, 7/93]

The national officers may delegate such duties as may be necessary to allow them to implement the performance of their office, but they may not delegate their responsibility. The officers shall be responsible at all times to the full National Board and to the members.

Section 1. Titles and Duties

- A. President. There shall be a President who shall be salaried and shall be a voting member of the National Board. The President shall be the principal spokesperson and chief executive and financial officer of the organization, shall call the meetings of the Board, the Executive Committee, and the National Conference and shall preside at these meetings.
- B. Vice President-Executive. There shall be a Vice President-Executive who shall be salaried and shall be a voting member of the National Board. The Vice President-Executive shall directly supervise the administrative staff, preside at all meetings in the absence of the President, and perform such other duties as may be delegated by the President and Board.
- C. Vice President-Action. There shall be a Vice President-Action who shall be salaried and shall be a voting member of the National Board. The Vice President-Action shall coordinate the action programs, supervise the action-program staff, and perform such other duties as may be delegated by the President and Board.
- D. Secretary. There shall be a Secretary who shall be salaried and shall be a voting member of the National Board. The Secretary shall keep the minutes of the meetings of the Board, the Executive Committee and the National Conference; shall be responsible for the general correspondence of the corporation; shall be the custodian of the records; and shall maintain the membership records. The Secretary shall perform such other duties as may be delegated by the President and Board. For corporate purposes, when necessary this position shall be designated Secretary/Treasurer.

Section 2. Qualifications and Terms of Office

- A. All national officers shall have been members of NOW for at least four years immediately prior to election and shall have served at least one year as a chapter or state officer or National Board member. Each term of office shall be four years and shall begin 30 days following the election at the National Conference. Four year terms shall begin with officer elections held in 1993. Each officer shall serve no more than two consecutive terms.
- B. In the case of officers elected to fill a vacancy under Article XII, their partial terms shall not be considered in determining the term limitation.

Section 3. Executive Committee

The Executive Committee shall be composed of the national officers. Where action is necessary between meetings of the Board, the Executive Committee may act on behalf of the Board, provided that the action is consistent with existing NOW policy. The Executive Committee shall report all of its actions and decisions to the Board. A meeting of the Executive Committee shall be held only after adequate notice to all officers. The Executive Committee may meet by any means, such as a conference telephone call, which will allow the officers to confer as a body. A quorum of the Executive Committee shall be three officers.

Section 4. Nominations

OFFICERS

Nominations for officers tickets shall be submitted to the Nominating Committee in writing together with an information sheet about each candidate on the ticket in accordance with Article IX, Section 1, B, provided that nothing in this shall be interpreted to require tickets for the election of national Board members in the regions.

Each officer ticket submitted to the Committee must contain a nomination for every officer position. After the report of the Nominating Committee is given at the national Conference, nominations for additional officer tickets will be taken from the floor.

Section 5. Elections

One of the proposed officer tickets shall be elected by a majority vote of the duly credentialed delegates present whose preferences are counted in the final tally at the National Conference. If there are more than two officer tickets nominated preferential voting shall be used, and balloting shall be conducted according the parliamentary authority prescribed in these bylaws.

Section 6. Salaries and Fees

A. The Board shall set the salaries of the paid officers for the next term, except that officers may not vote on matters of officers' salaries.

B. All officers who receive honoraria as a result of their elected position shall remit to the NOW general fund one hundred percent of the said honoraria minus expenses.

12/89

Moved that officers should have a 5% raise, plus COLA as established by the Bureau of Labor, on an annual basis, the combination of which shall not exceed 10%, and that we will have a pension plan for our officers and staff.

7/89

Moved that the national Board recommend to the PAC that two PAC mailings be done before the end of the year.

4/82

WHEREAS, the struggle for ratification of the Equal Rights Amendment has intensified women's determination to achieve equal rights under the law, and

WHEREAS, women have acquired great political skills during the long years of the ERA ratification campaign; and

WHEREAS, women are demonstrating in growing numbers through their political involvement and their voting patterns that they will no longer support those who do not support women's rights; and

WHEREAS, women realize that political skills and determination must be matched by massive political fundraising;

THEREFORE BE IT RESOLVED that NOW requests that the NOW PAC Committee declare Sunday, August 29, 1982 NOW/PACWOMAN Day, by holding Walk-a-thons in the nation's capitol and across the country with all pledges going to NOW PACs for state and local elections.

7/80

WHEREAS, NOW fought for equal distribution of women and men as delegates to the Democratic convention;

WHEREAS, the 1980 convention will be the first in which 50 percent of the delegates will be women;

WHEREAS, for the first time in history the Democratic party seeks to impose a requirement on delegates that they be bound on the first ballot to the candidate for whom they expressed preference at the time of their election as delegate;

WHEREAS, the "Binding Rule" removes any shred of responsibility or freedom of choice and makes irrelevant whatever representative function that once may have been inherent in the idea of a 'delegate' as a 'person authorized or sent to speak and act for other';

WHEREAS, the "Binding Rule" seeks to gag women at a time when their collective political voice can finally be heard;

THEREFORE BE IT RESOLVED that the NOW priority at the Democratic Convention be to work for an open convention so that there be an opportunity for a Presidential and Vice Presidential nominee to emerge who will provide effective leadership on issues crucial to the quality of life and survival of American women and that a platform be passed that will protect the rights of all women and men in this country.

4/80

Moved that the National Board of Directors shall be released in order to be able to make statements of personal support for political candidates.

12/79

WHEREAS, President Carter has failed to use the power of his office to secure the ratification of the Equal Rights Amendment; and

WHEREAS, in his three years in the office of President, he has failed to have even one serious meeting concerning ratification of the Equal Rights Amendment; and

WHEREAS, he has placed ratification of the Equal Rights Amendment below all other major national domestic issues in priority; and

WHEREAS, the political allies of the President have placed the issue of equal rights for women on the political auction block repeatedly;

PACs / POLITICAL

WHEREAS, President Carter has demonstrated his willingness to use the power of the presidency when it suits his own purposes;

WHEREAS, during Carter's term of office, we have lost reproductive rights for poor women, military women and dependents, Peace Corps women, teenage women, with the threat of similar losses for government employees, teachers and District of Columbia citizens and whereas his callous disregard for women is exemplified by the statement 'Life is unfair'.

During the presidential campaign, we will speak out against the President's action and non-action on women's rights.

We will hold the President responsible as did the suffragists and direct our national officers to speak out against President Carter's anti-feminist policies.

We oppose the re-election of President Carter including in the General Election in November if he is the Democratic candidate.

Chapter and state actions in connection with National NOW/PAC's endorsement of presidential candidates shall be in accordance with the usual chapter and state participation in national activities, that is, chapters and states may determine their own level of participation and therefore may choose to;

- (1) make Anderson and/or Kennedy endorsements through their own PACs,
- (2) encourage their members to remain uncommitted as to candidates although active in the election campaigns on behalf of NOW issues,
- (3) encourage their members not to participate in the election campaigns, or
- (4) encourage their members to participate in anti-Carter activities.

The NOW/PAC will meet this afternoon to act on an anti-Carter resolution.

PERSONNEL

4/93

Moved that NOW calculate cost of living increases for officers and employees of NOW as follows:

- 1) Add together the annual salaries of all permanent full-time officers and employees.
- 2) Multiply this total by the local COLA as standardly determined.
- 3) Divide that total by the total number of permanent full-time officers and employees.
- 4) All salaries of permanent full-time officers and employees be increased by that amount.

4/93

Moved that the salary grid for 1993 beginning with the new officers' term be increased by 5% at all levels.

4/93

Moved to adopt new salary grid with the addition of pay level 6.

Group 1

<u>Positions</u>	<u>Pay Grade</u>	<u>Salary</u>
Administrative Aide	1	18,533
Receptionist	2	20,423
Press Assistant	3	22,313
Accounting Clerk	4	24,518
Distribution Room Mgr.	5	26,723
Word Processor	6	28,928
Membership Processor		
Issue Program Aide		
Action Aide		
Field Organizing Aide		
Administrative Aide		

Group 2

<u>Positions</u>	<u>Pay Grade</u>	<u>Salary</u>
Administrative Staff	1	24,518
Sr. Receptionist	2	26,723
Deputy Press Secretary	3	28,928
General Secretary	4	31,448
Membership Supervisor	5	33,968
Conference Manager	6	36,488
Sr. Accounting Clerk		
Issue Program Staff		
Action Organizers		
Program Directors	Group 2 applies	
Administrative Assistants	Group 2 applies	

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Group 3

<u>Positions</u>	<u>Pay Grade</u>	<u>Salary</u>
Administrative Staff	1	31,448
Executive Secretary	2	33,968
Systems Manager	3	36,488
Financial Manager	4	39,428
Press Secretary	5	42,368
Issue Program Staff	6	45,308
Govt. Relations Specialist		
Sr. Field Organizer		
Sr. Action Organizer		
Administrative Assistant		

Group 4

<u>Positions</u>	<u>Pay Grade</u>	<u>Salary</u>
Controller	1	39,428
Govt. Relations Director	2	42,368
Communications Director	3	45,308
Political Director	4	48,878
	5	52,488
	6	56,018

Group 5

<u>Positions</u>	<u>Pay Grade</u>	<u>Salary</u>
Chief of Staff	1	48,878
Department Heads	2	52,448
	3	56,018
	4	60,218
	5	64,418
	6	68,618

2/93

Moved that NOW immediately prioritize payments of salaries and expenses due to NOW officers and staff.

11/92

Moved that NOW establish a simplified employee pension retroactive to calendar year 1992, with a 1992 contribution at a level of 5% of employee's salary to be funded in the 1993 new budget. Criteria for eligibility for the pension plan be the completion of one year of service.

11/92

Moved that the executive committee examine the possibility of starting a tax sheltered annuity such as 401(K) for non-profits which will allow the employees to put into this at a tax deferred rate and consider establishing it

PERSONNEL

before the next National Board meeting.

11/92

Moved that this board go on record as supporting at least 5% funding of pension.

9/92

Moved that the Executive Committee supervise the preparation of a retirement plan for NOW National Staff and Officers, which plan shall be prepared in time for consideration at the November 1992 NOW National Board Meeting for inclusion in the 1993 National NOW Budget.

12/89

Moved that officers should have a 5% raise, plus COLA as established by the Bureau of Labor, on an annual basis, the combination of which shall not exceed 10%, and that we will have a pension plan for our officers and staff.

12/89

Moved that NOW increase staff compensation as appropriate to be more competitive with comparable non-profit associations in the Washington, DC area; and that in addition to bringing information to the January Board meeting to implement the previously adopted motion to fund an employees' pension plan, the officers will bring the information on comparable non-profit association staff salaries; and that the officers are authorized to continue the practice of setting merit increases in amounts that may fall between steps on NOW's salary grid.

9/89

Moved that information on salary ranges and perks for officers and executive directors of other non-profit organizations, including but not limited to NARAL, Planned Parenthood, ACLU, NOW/LDEF, etc. be presented at the December board meeting, to be used in our consideration of officer salaries for the next term.

1/89

Moved that the Staff Salary Grid automatically reflect the cost of living increase each year, and that a copy of the amended grid be given to employees and to the Board.

10/88

Moved that the Executive Board provide Board members with current copies of the NOW policy manual, a copy of the salary grid with accompanying details about types of jobs corresponding to the various grid levels prior to the next Board meeting.

2/86

The following guidelines will be implemented beginning March 1, 1986.

SALARY SCALE GUIDELINES

<u>GROUP 1 -</u>	ENTRY POINT	
	Level 1:	14,600
	Level 2:	16,060
	Level 3:	17,520

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Clerk-Typist: typing (min. 60 wpm), filing, general office duties

- Level 1: 0-2 years experience, basic clerk-typist training
- Level 2: minimum 3-5 years experience, some advanced training (e.g., office machines)
- Level 3: 6+ years experience, relevant training, other special skills (e.g., editing, production)

Receptionist: switchboard, miscellaneous office duties

- Level 1: 0-2 years experience in comparable situation
- Level 2: minimum 3-5 years experience, including some in comparable situation
- Level 3: 6+ years experience, including some in comparable situation, plus other skills (e.g., typing)

Bookkeeping Clerk: Handling basic clerical duties in accounting department; has a basic mathematical sense; either prior experience with or ability to learn basic DP system

- Level 1: 0-2 years experience, some relevant training
- Level 2: minimum 3-5 years experience, some relevant training
- Level 3: 6+ years experience, some knowledge of basic bookkeeping

Distribution Clerk: Filling orders and preparing related invoices, maintenance of records, operating and maintaining machines, monitoring literature and supplies, keeping distribution room in order, maintaining inventory of basic distribution room supplies

- Level 1: 0-2 years experience, no specialized training
- Level 2: minimum 3-5 years experience, knowledge of handling equipment
- Level 3: 6+ years experience in comparable situation, complete knowledge of shipping/handling/receiving procedures

Action Aides: general support in action programs

- Level 1: no experience, minimal training
- Level 2: some experience plus some specific skills (clerical, technical, writing)
- Level 3: same plus some experience organizing action programs or events on the state or chapter level

Membership Processing Clerk: performs clerical duties in membership processing department

- Level 1: 0-2 years clerical or DP experience, or some training
- Level 2: minimum 2 years experience or some DP background and specialized experience in membership maintenance of non-profit associations
- Level 3: minimum 5 years experience, plus above

Field Organizing Aide: field organizing in limited, supervised capacity, usually with an intermediate or senior field organizer

- Level 1: no experience, minimal training
- Level 2: minimal experience, minimal training
- Level 3: experience in several organizing projects, capable of

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limited, though supervised, unaccompanied projects

GROUP 2 - ENTRY POINT

Level 4:	19,272
Level 5:	21,024
Level 6:	22,776

Librarian: develop and maintain collection of periodicals, books, other literature, including organizations (ours and others); facilitate/conduct research

Level 4:	degree in library science and some experience in comparable situation; research on limited projects
Level 5:	same plus responsibility for supervision of other staff
Level 6:	same plus responsibility for development of comprehensive research projects and responsibility for coordination of those projects

Regular Bookkeeper: bookkeeping procedures necessary for handling and interrelating with service bureau; understanding of DP and knowledge of intermediate bookkeeping; supervision of clerks; handling of AP/AR

Level 4:	relevant educational background, minimum 1-2 years experience
Level 5:	relevant educational background, minimum 3-5 years experience
Level 6:	same plus responsibility for other duties, including taxes, analytical reports as required by management

General Secretary: standard secretarial skills, including stenographic, general office duties

Level 4:	secretarial skills, relevant educational background, relevant experience
Level 5:	same plus responsibility for limited project coordination and/or limited clerical staff supervision
Level 6:	same plus responsibility for supervising clerical staff and directing of some ongoing office procedures and programs (e.g., inventory)

Administrative Aide: assistant to administrators; responsibility to handle projects self-directed

Level 4:	relevant experience and organizational background
Level 5:	same plus specific skills
Level 6:	same plus technical or professional skills relevant to positions and/or supervisory responsibilities

Action Aide: developing and executing issue programs; providing legislative information; preparing status reports, testimony, position papers; coordinating and communicating with Board and Issue Committees, chapters and states.

Level 4:	relevant organizational background and activist experience; supervised project work
Level 5:	same plus supervision of other staff and volunteers; development of action programs and legislative programs
Level 6:	same plus initiation and coordination of action programs; developing and administering program budgets

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Intermediate Field Organizer:

- Level 4: solo field organizing experience
- Level 5: same plus responsibility for directing others in the field; supervision of other staff and volunteers
- Level 6: extensive experience, responsibility to direct others, and to coordinate campaigns which have been designed on the national level; developing and administering program budgets, training others

GROUP 3 - ENTRY POINT

Level 7:	23,944
Level 8:	25,988
Level 9:	28,032
Level 10:	30,076

Press Secretary: aggressively promotes NOW's goals and image in the media.

- Level 9: minimum 4 years experience as press secretary with portfolio and acknowledged press contacts; commitment to hard news, with flexibility and discretion to make effective use of occasional features
- Level 10: same, with minimum 5 years experience, plus knowledge of national media, especially networks and wire services, and established contacts in print and electronic media, with focus on hard news

Administrative Secretary: secretarial duties; assistance to executive, supervision of other staff

- Level 7: advanced secretarial skills; 4-5 years experience in similar capacity
- Level 8: same; 6+ years experience; other relevant specific skills or training
- Level 9: same plus extensive administrative experience
- Level 10: same plus experience in comprehensive office management

Special Project Coordinator: professional person employed to perform specific tasks, to coordinate program, or to devise systems deemed necessary.

- Level: any of four levels, to be determined by professional credentials of coordinator, scope of project, and degree of expertise required

Advanced Field Organizer:

- Level: any of four levels, to be determined by professional credentials of coordinator, scope of project, and degree of expertise required

Accountant: Bookkeeping and accounting procedures necessary to handle all DP; supervision of AP/AR, reconciliation of accounts with vendors and activists, maintenance of all reports, and special projects as assigned.

- Level 7: 4-5 years experience in accounting and specific skills
- Level 8: 6+ years experience in accounting with administrative and audit skills
- Level 9: 8+ years experience in accounting with administrative

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Level 10: and audit skills, with reconciliation of DP skills
10+ years experience in accounting with administrative and audit skills, DP program skills of development and implementation

GROUP 4 - ENTRY POINT

Level 11:	32,120
Level 12:	36,500
Level 13:	42,632

Program Supervisor:

Level: Any of three advanced levels, to be determined by degree of independent action necessitated by position and level of expertise required; this position carries substantial responsibility and expectation of routine overtime.

Executive Secretary:

Level: Any of three advanced levels, to be determined by degree of independent action necessitated by position and level of expertise required; this position carries substantial responsibility and expectation of routine overtime.

Senior Organizer:

Level: Any of three advanced levels, to be determined by degree of independent action necessitated by position and level of expertise required; this position carries substantial responsibility and expectation of routine overtime.

11/85 Salary Structure Review

Proposed salary scale guidelines were adopted.

- If individuals so choose, they may be paid at a salary lower than that indicated by the grid.
- NOW shall hire personnel to serve on a contract basis and those contracts shall not be subject to the constraints of the full-time salary grid. No contract wage can be above the top of the salary grid.

11/85

The 1986 Budget shall contain the provision that the revised salary grid not be implemented until July 1, 1986.

11/85

Moved to defer implementation of the new salary grid until a decision can be made at the February Board meeting.

9/85

Staff compensation, regardless of the source of compensation (whether NOW, Inc., NOW/PAC, NOW/Equality/PAC, etc.) and regardless of the staff duties shall fall within the range of the salary grid.

The Board shall revise, at the next Board meeting, the salary structure for NOW staff. The revised

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structure will take effect beginning January 1, 1986. To enable the Board to make a fully informed decision with appropriate forethought, the call to the next Board meeting will be accompanied by relevant information including, but not limited to: a proposed salary structure revision, a proposed criteria for placing and moving staff within the salary grid, a proposed promotion policy, the salary structures for comparable organizations, job descriptions for all anticipated 1986 staff positions, a NOW organizational chart, proposed policy on severance pay, the affirmative action and pay equity provisions of the proposed salary standard revisions.

7/83

Each of the national officers at the September, 1983 Board meeting and each subsequent Board meeting shall provide a list of staff members who work for each officer and their primary area of assignment/responsibility.

12/82

The Executive Committee shall provide a periodic report to the Board of the following information: number of staff members, number and type of changes in staff composition since last report (i.e., number of additions, deletions, etc.) and EEO makeup of staff. The report shall include this information on an overall basis and by officer category.

12/82

The Executive Committee shall explore the cost and feasibility of providing contributory child care and pension plans as part of NOW's benefits.

7/82

The following salaries were adopted: \$49,000 per year for the President, \$44,000 per year for other officers, with an annual increase of seven percent, with the understanding that the staff salary grid be equitably revised by the new officers (for the December Board meeting) with a cost of living percentage increase; the seven percent increase for officers does not limit staff annual increases to seven percent.

7/82

Moved that outgoing National officers will be able to have their (one-time) moving expenses reimbursed anytime during the period from the end of their term up to the end of the following calendar year.

10/80

The following staff salary grid was adopted.

Group 1	1)	10,000	11,000	12,100	13,310
	2)	11,000	12,100	13,310	14,461
	3)	12,000	13,200	14,520	15,972
Group 2	4)	13,200	14,520	15,972	17,569
	5)	14,400	15,840	17,424	19,166
	6)	15,600	17,160	18,876	20,764
Group 3	7)	16,400	18,040	19,844	21,828
	8)	17,800	19,580	21,538	23,692
	9)	19,200	21,120	23,232	25,555
	10)	20,600	22,660	24,926	27,419

PERSONNEL

Group 4	11)	22,000	24,200	26,620	29,282
	12)	23,800	26,180	28,798	31,678
	13)	25,600	28,160	30,976	34,074
	14)	27,400	30,140	33,154	36,469
	15)	29,200	32,120	35,332	38,865

7/79

The Board accepts the Budget Committee recommendation for officer salaries as follows: \$34,000 for officers; \$39,000 for president, all plus 7% annual increase.

7/78

Motion adopted that our policy be raises by seniority, a probationary period, and a system of promotions.

4/77

Motion adopted that NOW National Officers shall be expected to devote 40 or more hours per week to NOW affairs.

2/77

Motion adopted that NOW procure comprehensive liability coverage to increase coverage to include staff, officers and board members, protected in the amount of one million dollars.

PHILOSOPHY OF NOW

PHILOSOPHY OF NOW

12/77

The philosophy of NOW is to oppose any discrimination based on race, color, sex, religion, national origin, age, economic status, marital status, parenthood, affectional preference or lifestyle. NOW shall not trade the rights of one group for those of another. NOW shall not introduce, testify on behalf of, or support any action, legislation, or government program that protects the rights of one group at the expense of another group. Discrimination against all applicable affected groups will be considered in any analysis, testimony, or action by NOW.

1971

WHEREAS, we are committed to a society that will allow all individuals to realize their full human potential economically, socially and culturally;

WHEREAS, we are opposed to those elements who would pit one group against another to divide and conquer;

THEREFORE BE IT RESOLVED, NOW condemns the actions of individuals, groups and organizations that act to divide and exploit the feminist movement for their own goals and purposes, and who seek to drive a wedge between women; and

BE IT FURTHER RESOLVED, that NOW condemns the behavior of such elements that attempt to disrupt and manipulate feminist groups and coalitions for their own partisan ends.

POLICY DEVELOPMENT

4/90

Moved "Whereas the National Organization for Women's purpose to take action to achieve full equality does not preclude a concern for, and commitment to, improving the environment in which we and the generations to come shall live, and; whereas we acknowledge our responsibility as activists and consumers to purchase environmentally safe supplies, therefore be it resolved that National NOW take action to;

- (1) convert our massive consumption of paper products to recycled paper and dioxin-free paper products wherever feasible,
- (2) evaluate our other purchasing practices to determine if there are area for us to exercise responsible consumerism (such as the use of styrofoam, etc.)
- (3) communicate this decision to our state and chapter leaders along with our rationale (may be done in NNT)."

10/87

Moved that brochures or kits will be produced on child care, family leave and affirmative action by the next Board meeting.

9/85

The Direct Mail contract for 1986 shall be negotiated by the President of NOW and presented to the Executive Committee before signing and that contract shall contain at a minimum:

1. a confidentiality clause;
2. a conflict of interest/disclosure clause;
3. an affirmative action clause; and
4. a cost-cutting clause; and

that this contract shall be presented to the next Board for information.

4/71

NOW's national policy is determined by the membership at the National Conference and NOW chapters and officers may not take public positions in opposition to such policy.

Individual chapters of NOW, by vote of their general membership, may take a position in the name of the chapter on an issue not covered specifically by such national policy, provided that such position is not in contradiction to or inconsistent with national policy.

The intent of this statement is to encourage chapters to develop feminist philosophy and policy on all issues and to provide a mechanism whereby chapters can formulate new policy statements for presentation and consideration at the national conference, thus maintaining NOW's pioneering stature in the women's movement.

PUBLICATIONS

2/96

Moved:

1. That the Affirmative Action Committee be authorized to develop a structured approach to the board diversity dialogues, and to coordinate their presentation.
2. That each issue of the NNT include an item addressing Affirmative Action, either from an experiential or educational point of view (i.e. "fast facts," talking points, personal profiles, chapter actions, etc.)
3. That a draft of the new Affirmative Action Guide be presented to the board for review no later than the 1996 National Conference in June.

TRANSLATED MATERIALS

9/95

WHEREAS disseminating the message of equality that NOW espouses is recognized as a primary necessity toward gaining that equality, and

WHEREAS we acknowledge the value in having as many people as possible receive that message in a language that most effectively conveys the essence of what NOW stands for, and

WHEREAS materials translated into Spanish would be considered a practical beginning toward that goal.

THEREFORE BE IT RESOLVED that the NOW Action Center have translated into Spanish no less than the following items:

a general NOW brochure

materials on each of NOW's primary issues

materials which annually address at least one national campaign, and

BE IT FURTHER RESOLVED that the compilation of these materials be advertised in the NNT and that chapters be notified about their availability and encouraged to incorporate these items into their outreach efforts for potential future activists.

RESOLUTION SUPPORTING INCLUSION OF THE PRINT-HANDICAPPED

5/95

WHEREAS, the National Organization for Women (NOW) has a long-standing commitment to diversity which should include involving individuals from all walks of life, levels of education, and physical and mental abilities; and

WHEREAS, the National Organization for Women (NOW) recognizes that its membership is comprised of a diverse group of individuals, including some who have difficulty reading and/or comprehending the written word; and

WHEREAS, the National Organization for Women (NOW) strives to provide services for and be inclusive of all its members, including those individuals.

THEREFORE BE IT RESOLVED, that the National Organization for Women (NOW) fund a one-year pilot project to make available on audio tape, upon request, all of its materials, including, but not limited to, training materials and the National NOW Times.

BE IT FURTHER RESOLVED, that NOW make a request to the NOW Foundation; and

BE IT FINALLY RESOLVED, that NOW hold a media event announcing this project and soliciting donors and grants for this project and have a feature article in the NNT doing the same.

9/83

A National NOW procurement policy including an affirmative action component and a bidding process shall be developed and presented in written form to December, 1983 National NOW Board for review and adoption.

PUBLICATIONS

9/83

The bi-lingual NNT shall be covered for libel and other insurance necessary to Puerto Rico NOW, the bi-lingual NNT and the NNT through a rider to the policy which currently covers the NNT, with the additional premium up to \$500 to be paid from advertising revenue of the bi-lingual NNT.

2/83

The Board authorized Puerto Rico NOW to publish the bi-lingual Spanish/English edition of the National NOW Times and to solicit advertising to pay for this edition, with Judy Gordon as the bi-lingual edition editor, working in cooperation with the Executive Committee liaison; the Executive liaison will have final authority.

2/83

The Executive Committee Liaison is requested to investigate and report to the April Board meeting on the feasibility of including a state newsletter insert to be included in the NNT and to be mailed at a state's option to NOW members in that state.

12/81

The National Board directs the VP Executive that at the next printing of the 'NOW Cares' brochure, editorial revision be made to the Double Discrimination section and separate paragraphs on Lesbian Rights and Eliminating Racism be included with wording and heading similar to the other issue paragraphs.

7/81

The Every Member pullout for NNT is to be postponed until after June 1982.

12/80

The 'Every Member Booklet' approved by the Board in 1980 shall be produced in 1981 as a pullout in the National NOW Times and the necessary funds shall be appropriated in the 1981 budget.

12/80

A membership brochure will be published and distributed in 1981.

2/80

An every member booklet will be distributed in the following manner: (1) as a pullout 4-page booklet in the National NOW Times (August 1980 issue), it then be re-set in a booklet form for distribution at the National Conference. The booklet would be made available for chapters and states for distribution to new chapter members and at-large members. The booklet would contain a section on administration of NOW and a section on the organization's position on issues along with pictures of National events.

2/80

The production of an every-member booklet is hereby authorized to include description of NOW administration, positions on issues, and photographs: first 120,000 to be four-page pullout distributed in NNT in August 1980 followed by separate 8-1/2 x 11 printing for distribution at 1980 National Conference, projected costs of both printing is \$10,000.

2/80

All national printed material that is intended to or is likely to come to public use shall be copyrighted.

PUBLICATIONS

5/79

The following policy for the National NOW Times was adopted:

The National NOW Times is the monthly every-member news publication of the National Organization for Women which has as its purpose the maintenance of an informed, action-oriented membership by providing hard news coverage not only of NOW actions on issues at every organizational level, NOW policies, priorities and administration, but also coverage of public events and developments that impact on NOW's purposes and programs, particularly those inadequately covered by the general press and electronic media.

The objective is to equip members to be active advocates for NOW's policies and programs within their own communities and as participants in national action campaigns.

EDITORIAL AUTHORITY: The Executive Committee of NOW retains final authority and responsibility for the entire publication. The National Secretary is the Executive Committee Liaison to the editorial staff of the National NOW Times. All material published is reviewed by appropriate members of the Executive Committee and by the National President of NOW as the 'principal spokesperson and chief administrative officer of the organization'.

STAFF: By contract awarded on the basis of open bidding by groups composed of NOW members, editorial production of the National NOW Times is presently being done by a primarily volunteer staff in Los Angeles headed by co-editors Toni Caribillo and Judith Meuli, both activist members of NOW for more than 10 years, and operating under the name of their partnership company, Graphic Communication Consultants. The budget for the NOW Times provides for payment to Graphic Communications of the costs (only) of production and any necessary services. This contract may be terminated by either NOW or Graphic Communications on 60 days notices.

DEADLINES: Copy deadlines are usually five days prior to the first of each month. Advertising deadlines are usually the first of each month. Production schedules are sometimes adjusted to NOW's calendar and action priorities. In general, however, all copy (articles, photographs, announcements, ads) must have been received in the National Action Center (addressed to the National Secretary) by those dates. Each issue is generally mailed by the 20th of the month in order to be received by members during the month it is dated.

ADVERTISING RATES: Ad rates are available from the NOW National Action Center and are based in general on costs and circulation. A discount for units of NOW and for recognized feminist enterprises or for agencies is available.

NOW reserves the right to refuse advertising which its Executive Committee deems sexist or otherwise incompatible with National NOW policy or NOW purposes in general.

EDITORIAL POLICY

1. All submitted material is subject to editorial review by appropriate members of the Executive Committee and/or the National President of NOW. Copy may be edited or rewritten to insure a professional quality of writing and/or reflect appropriate NOW policy.
2. 'Hard news' is given the highest priority for space in each issue. All sub-units of NOW are invited to submit news stories about their activities which will be used on a space available/timeliness basis.
3. National Committees of NOW are invited to submit articles on their issues and activities.
4. Editorials in the National NOW Times reflect the national policy of NOW.
5. No article or advertisement will solicit contributions for any cause or action

PUBLICATIONS

- other than official NOW activities.
6. Since the National NOW Times is 'the official journal of the National Organization for Women,' there is no obligation to print material in opposition to established NOW policy.
 7. When the National NOW Times (in the absence of any other more appropriate publication) is used as a forum on an issue on which no National Conference of NOW has yet established policy, every effort shall be made to fairly represent all relevant and distinct viewpoints.
 8. There is no regular "Letters to the Editor" feature in the National NOW Times although particularly significant letters may sometimes be included in a different format in other regular sections/features ("In Brief," "NOW Acts," "Opinion," "Administration," etc.)
 9. There will be a forum for "Regional Communication."

5/79

Committee newsletters may be distributed after review and approval by the Vice President-Action and the appropriate National Board Committee Chair.

5/79

(NOTE: The Publications Committee has been dissolved by the National Board, and the National Board has not had Issue Committees since 1985) All National NOW brochures, handbooks and booklets created for general distribution, identified with NOW, and funded by NOW will abide by the following prepublication procedure:

1. Material is to be submitted to the Chair of the Board Action Committee under which the issue falls and the Executive Committee. The Chair of the Issue Committee will submit the publication to the appropriate members of that Committee.
2. All of the above persons have 14 days in which to review and input suggestions to the author.
3. The author will then submit the material as revised to the members of the Publications Committee, the Action Committee Chair, and the Executive Committee. The author shall also submit a mock-up or description of the proposed layout of the publication. The persons (Publications Committee Chair, Action Committee Chair, and Executive Committee) shall respond to the author within 14 days.
4. The author will then submit typeset or camera-ready copy to the Executive Committee, Action Committee Chair, and Publications Committee Chair for final approval.

Fundraising/membership material commissioned by the Board or Executive Committee and ERA material approved by the Strike Force are excluded.

[NOTE: The Publications Committee was subsequently dissolved by the National Board.]

10/77

All NOW publications as well as all printed materials (including resolutions, reports, internal communications, etc.) will be dated and include the NOW logo.

12/75

Inexpensive (maximum 10 cents a piece) materials promoting NOW and membership will be given free to chapters and states. A maximum of 2,000 pieces will be sent to any one chapter in a year and a maximum of 10,000 pieces to any one state in a year.

PUBLICATIONS

2/74

All membership application forms, in reasonable quantities, will be provided to chapters at no cost.

SEXIST TERMS

2/74

Motion adopted that the National Board recommend revision of documents to take sexist terms out of NOW language and that feminist terminology be adopted.

2/73

The use of the NOW logo is restricted to NOW organizational use.

PURCHASING

7/77

The following procurement policy was adopted:

Statement of Policy: Whenever and wherever possible, goods and services of a continuing nature will be purchased by NOW within the context of a specific, written contract.

Contractual Signatory: The authorized signatory on all binding contracts for the National Organization for Women shall be the President of the organization.

Authorization: Authorization for committing the organization to a binding contract shall be as follows:

- A. Contracts involving a total expenditure of funds up to \$1,000:
 - 1. upon recommendation of the responsible official and the concurrence of the President.
- B. Contracts involving a total expenditure of funds of \$1,000 or more:
 - 1. recommendation of responsible official;
 - 2. majority vote of Executive Committee.

7/77

The Board adopted the following procurement procedures:

- A. The National Board of Directors will establish, according to regular procedures, budget line items with total amounts for goods and services. At the time that the line item is established and/or funded, the Board will name the official responsible for that line item.
- B.B. The responsible official will be charged with the following contracting procedure:
 - 1. Full dissemination of invitation to bid--in particular to reach NOW or other feminist vendors and minority vendors.
 - 2. A minimum of three bids is required unless circumstances make that impossible.
 - 3. Investigation into EEO posture of vendor.
 - 4. Preparation of a full written report on bids received and a recommendation with reasons--to be utilized by the President and/or Executive Committee. Said report to be held on file for review of any NOW official or member.
 - 5. A full written report on the terms of the contract to be sent to the National Board of Directors as soon as possible after the awarding of the contract.

12/75

Inexpensive (maximum 10 cents a piece) materials promoting NOW and membership will be given free to chapters and states. A maximum of 2,000 pieces will be sent to any one chapter in a year and a maximum of 10,000 pieces to any one state in a year.

2/74

All membership application forms, in reasonable quantities, will be provided to chapters at no cost.

2/73

The use of the NOW logo is restricted to NOW organizational use.

RESOLUTIONS

2/96

Moved that the National Conference Resolutions left on the floor at the end of the conference be referred to the board for action in a time-expedient manner.

4/94

WHEREAS, accurate reporting to our regions of policy set as national board meetings would be greatly facilitated by the availability of clean, reproducible copies of resolutions passed at sessions including amendments; and

WHEREAS, technology exists to have that end accomplished at minimal cost and effort; and

WHEREAS, the current policy of distributing labels for contacts within each region facilitates reporting the meetings actions;

THEREFORE BE IT RESOLVED, that policy resolutions be made available at the close of each national board meeting.

RESOLUTIONS

1994

A. Who may submit resolutions:

1. Resolutions may be submitted by the chair of the issue hearings and/or her/his designee signed by the chair. Only two (2) resolutions shall be accepted from each issue hearing. Such resolutions must be adopted in accordance with the voting procedures described in Section IV, E. of these rules.

2. Other than from issue hearings, resolutions may be submitted if signed by 250 NOW members registered at the Conference.

B. Deadline for Submission:

1. The deadline for submission of resolutions from issue hearings shall be one and one-half (1 and 1/2) hours after the agenda scheduled time for the adjournment of the issue hearing submitting the resolution(s).

2. Resolutions submitted with 250 signatures of NOW members registered at the Conference shall be submitted no later than one and one-half (1 and 1/2) hours after the adjournment of the last regularly scheduled issue hearing.

C. Location for Submission of Resolutions:

1. Resolutions shall be submitted to the Resolutions Committee via its designee at the Conference office.

D. Format of Resolutions:

1. Resolutions must be typed, single or double spaced on 8 1/2 x 11 inch paper. All resolutions shall be no more than one page, one side in length. All four margins (top, bottom, right, left) shall be at least one inch. Resolutions shall be printed in type size no smaller than 9-point; 10-point or larger is preferred.

2. Each resolution shall be submitted on a separate sheet ready for reproduction. The Resolutions Committee requires the submission of the original signed copy and one copy ready for reproduction without signatures. Signatures shall be on file with the Resolutions Committee for reference.

3. If multiple pages of signatures are submitted, the text of the resolution must appear on the front and/or back of each page of signatures.

4. Each member signing a resolution for submission shall print her/his name, sign her/his name, and indicate her/his chapter or state affiliation.

5. Submitters are responsible for typing and proofing resolutions ready for reproduction. Computer/word processors will be available for NOW members.

E. Proposed Order of Consideration:

1. The Resolutions Committee shall present the order of consideration of resolutions which may be amended by a two-thirds (2/3) vote.

RESOLUTIONS

PUBLICATION OF RESOLUTIONS PROCEDURES

1983

WHEREAS, subunits of NOW need at least a month or six (6) weeks to prepare and formalize resolution-concept papers.

BE IT RESOLVED, that the Resolution Procedures for each National Conference for NOW shall be published in the every-member NOW publication at least three (3) months prior to the conference and/or eight (8) weeks prior to the deadline for submitting resolutions to the Resolutions Committee.

7/81

1981 Conference Resolutions: For the purpose of providing a place for discussion of resolutions Issue Hearings will be held to discuss and form resolutions at the 1981 National Conference. There will be no more than 17 regular issue committee hearings (including administrative and ERA). Only 2 resolutions of not more than one page each will be accepted from each regular issue committee hearing session. Only 1 resolution of one page each will be accepted from special interest committee hearings. Resolutions outside of a hearing must be signed by 250 NOW members registered at the Conference.

7/81

- (I) Issue hearings shall be composed of the following components:
- (1) chair,
 - (2) resource person(s) (both of which shall be appointed by the Executive Committee) and
 - (3) NOW participants.

NOW members should come with "concepts, and ideas" already developed in addition to those which have already been pre-circulated to the leadership list as well as those presented by issue committees themselves. The Chair shall be advised of the number of resolutions being presented. The Chair will divide allotted time by number of resolutions to be considered (this does not mandate equal time per resolution) including time for discussion and time for voting on final wording and prioritizing. In order to consider all ideas, strict time division will be maintained.

- (II) Only two resolutions will be accepted from each issue hearing session. Only one will be accepted from each Special Interest Hearing.
- (III) Resolutions outside of those submitted through issue hearings must be signed by 250 NOW members registered at the Conference, and may be only one page.
- (IV) There will be no more than 12 regular issue hearings (including administration and ERA) and 3-4 Special Interest Hearings.

7/81

1981 CONFERENCE RESOLUTION PROCEDURES

[Same as adopted on 7/80]

7/80

The following resolutions rules were adopted:

- A. Who may submit resolutions:
1. Resolutions may be submitted by the chair of the issue or special interest hearings and/or

RESOLUTIONS

- her/his designee signed by the chair.
2. Resolutions may be submitted from other than the issue or special interest hearings if signed by 250 NOW members registered at the conference.
- B. Deadline for submission:
1. The deadline for submission for all resolutions shall be one and one-half (1-1/2) hours after the agenda scheduled time for the adjournment of each issue committee hearing. Resolutions submitted with 250 signatures of NOW members registered at the conference shall be submitted one and one-half (1-1/2) hours after the adjournment of the last regularly scheduled special interest or issue committee hearing.
- C. Location for submission of resolution:
1. Resolution shall be submitted to the Resolutions Committee via its designee at the Resolution Desk located at the conference.
- D. Format of resolution:
1. Resolutions must be typed on 8-1/2 x 11 inch paper. The left hand margin must be at least 1-1/2 inches in width and the right hand and bottom margins must be one inch with single spaced copy.
 2. Resolutions must be submitted at the Resolutions Desk. The Resolution Committee requires the submission of the original signed copy and one camera-ready copy without signature(s). Submitters are responsible for typing and proofing camera-ready copy. Typewriters will be available for NOW members who need them.
 3. Each resolution shall be submitted on separate sheets as camera-ready copy. One two (2) resolutions shall be accepted from each of the issue or special interest hearings including ERA and administration. These resolutions shall be no more than one page in length. Only one resolution shall be submitted from each special interest hearing. These resolutions shall be no more than one page in length. Additional resolutions submitted with 250 signatures of NOW members registered at the conference shall be no more than one page in length. Signatures shall be on file with the Resolutions Committee for reference.
- E. Proposed order of consideration:
1. The Resolutions Committee shall present a proposed order of consideration and a proposed timed agenda of resolutions for adoption by the conference and plenary session on Sunday, October 5, 1980.

4/80

National conference rules on Resolutions shall include a rule that resolutions involving a legal case shall be approved through NOW's litigation review process before being entertained by the conference floor.

2/80

Motion adopted that only sub-units of NOW may pre-submit resolutions.

7/79 Proposed resolutions guidelines were adopted as follows:

RESOLUTIONS

- A. Who may submit resolutions:
1. Any resolutions-originated workshop or any caucus formally scheduled on the Conference Agenda may submit resolutions, signed by the workshop or caucus leader.
 2. Any caucus not formally scheduled on the Conference Agenda may submit resolutions provided that:

RESOLUTIONS

- a. the resolutions are proposed by at least twenty-five (25) NOW members duly registered at the Conference from at least two (2) states or five (5) chapters;
 - b. the resolution has been signed by the members submitting the resolution (including signature, name printed, address including zip code, and chapter, state or region).
- B. Deadline for submission:
1. The deadline for submission of resolutions from workshops/caucuses formally scheduled on the Conference Agenda shall be one and a half hours (1-1/2) after the Agenda scheduled time for adjournment of the workshop/caucus.
 2. The deadline for submission of resolutions from other caucuses, that is, those not formally scheduled on the Conference Agenda, is 10:30 p.m., Saturday, October 6, 1979.
- C. Location for submission of resolutions:
Resolutions shall be submitted to the Resolutions Committee via its designee at the Resolutions Desk in the Conference Headquarters Room.
- D. Format of resolutions:
1. Resolutions must be typed on 8-1/2 x 11 inch paper with one-inch margins on all sides.
 2. Resolutions may be submitted at the Resolutions Desk in original hand-written form to be typed by the typing pool. Submitters are responsible for proofing these copies. If a submitter prefers to type her/his own copy, please be advised that the Resolutions Committee requires the submission of the original signed copy and a camera-ready copy without signatures.
 3. Each resolution shall be submitted on a separate sheet(s) as camera-ready copy. Submitters are responsible for proofing camera-ready copy.
- E. Proposed order of consideration:
The Resolutions Committee shall present a proposed order of consideration of resolutions for adoption by the Conference at the plenary session on Sunday, October 7, 1979.

NATIONAL CONFERENCE/CONVENTION RESOLUTIONS COMMITTEES:

1978

WHEREAS, the work of the Resolutions Committee is of fundamental importance to the success of any national conference/convention; and

WHEREAS, the time period from which a Resolutions Committee is appointed to the time of the conference/convention has traditionally been short; and

WHEREAS, a greater length of time would permit the Resolutions Committee to pre-circulate resolutions to the chapters for discussion prior to the conference/convention;

THEREFORE BE IT RESOLVED, that future Resolutions Committees be appointed at least ten months prior to the conference/convention at which they are to serve. This does not preclude the submission of resolutions at the conference/convention; and,

BE IT FURTHER RESOLVED, that this Committee meet no later than nine months prior to the conference/convention for the purpose of implementing a system for pre-circulation of resolutions to chapters.

SUBUNITS/CHAPTERS-STATES-REGIONS

2/96

Moved from the State Coordinator's/President's Caucus regarding mailing of materials to leadership,

that each state President/Coordinator receive the agenda, minutes, reports, resolutions and other documents for/from the February, 1996 and May, 1996 National Board Meetings. Request that the President/Coordinators caucus evaluate this process at their June meeting and provide feedback to the Structure and Process Committee, and

that child care [at National Conferences] be provided for the State Coordinator's/President's meeting with a clear deadline for requests.

4/93

Moved that the Board interprets the term "subunits" to include chapter and state NOW PAC's and LDEF's (which would include foundations) in regard to filing an affirmative action report with the National Office. State/chapter PAC's and LDEF's need to file the affirmative action report by the end of this calendar year.

See Also: Affirmative Action

2/93

Moved that the Chapter and State Development Committee wants to clarify the responsibility of National Board Members and State Presidents in insuring the prompt return of annual reports by chapters. To this end State Presidents and National Board members will assume responsibility in conjunction with the National office for following up with chapters to complete and return the annual reports.

RESOLUTION ON CHAPTER FUNDS

2/93

WHEREAS, there has been some confusion regarding the use of chapter funds, especially dues rebates, to subsidize the expenses of chapter members' attendance at NOW conferences,

THEREFORE BE IT RESOLVED, that the National Board affirms that chapters may use any of their funds, including dues rebate, to subsidize members' expenses to NOW conferences at the chapter's discretion.

11/92

Moved that we require convening and preconvening materials to include guidelines for addressing racism and diversity and that to gain a charter, a chapter must submit an affirmative action plan in addition to the other requirements. Furthermore, convening chapters are required to provide affirmative action plans to become chartered by August 15th, 1993.

GUIDELINES FOR A POLITICAL DEVELOPMENT PROPOSAL/PROJECTS

4/92

Grants to states for political development projects (P.D.P.) are, generally speaking, for the purpose of increasing the number of feminist women holding public office. However, during specific issue campaigns (i.e., ERA or reproductive rights), political development grants can be used to advance the issue through elections. Thus the goal of electing more abortion rights supporters and those supporting reproductive freedom to a legislative body might well be carried out without regard to gender. Furthermore, grants could be used for legislative or initiative campaigns on our priority issues.

THE INGREDIENTS OF A PDP

A. Purpose of the Plan

SUBUNITS/CHAPTERS-STATES-REGIONS

State the goal, i.e.,

- Elect more feminist women to state legislatures; or
- Elect more abortion rights and reproductive freedom supporters; or
- Elect Governors who support abortion rights and reproductive freedom; or
- Elect a veto proof state senate; or
- Defeat anti-abortion legislation in a State Legislature.

B. List assets to achieving goal, i.e.,

- Active NOW membership committed to goal
- Good alliances with like minded groups, such as other women's groups, unions, lesbian rights, disability rights groups, etc.
- Ties with elected officials committed to goal
- Individual members with campaign and/or lobbying experience
- How the plan fits into National NOW political goals

C. List the major obstacles to achieving goal

- Lack of viable candidates
- Inexperience in running campaigns
- No knowledge of fundraising
- No lobbying experience
- Coalition politics

D. Development of Plan

State all the steps necessary in your estimation to carry out the plan to, for instance, elect more women to state legislature.

- 1) Search for feminist women candidates. Outline how this will be done.
- 2) Planning the campaign. Indicate what parts of campaign NOW will work on, i.e.,
 - Targeting voters
 - Campaigning door-to-door
 - Phone banking - voter identification
 - Getting out the vote
 - Fundraising

Note: Anyone of these items listed above could be your project, i.e. just finding women candidates for X number of offices; or just doing voter identification for a major state-wide campaign. Figure out what can be done to advance your goal in terms of resources you have plus what you seek from National. Remember the purpose: in this case it is to increase the number of feminist women holding public office.

- E. Total budget for Project and what part of Budget you are requesting from National NOW/PAC. Include information on how the Budget will be raised.
- F. Submit your P.D.P. proposal to National NOW/PAC. PAC will consider it and recommend support or non-support. The recommendation will go to the National NOW Board unless time is of the essence, in which case the Executive Committee will act on the recommendation. It is strongly recommended that such proposals be discussed in advance with the PAC Chair or Political Director.
- G. Interim reports to National NOW/PAC on progress of project. It is essential that if a state accepts money from National NOW/PAC it must report the progress of the project. The interim reports should describe how much of the project is in place: i.e., director hired (if that is part of your plan); number of volunteers signed up; number of interviews set up (if looking for candidates); etc.
- H. Report to National NOW/PAC on final results of project. Indicate plus and minuses and how much of project was achieved. Include your assessment of the impact of the National NOW grant on the project.
- I. In order to assure a progress report and a final report to National NOW/PAC, grants will be made in

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three separate sums, first allotment, then second and third; the latter two allotments will depend on the receipt of progress reports.

If no reports are forthcoming, whatever part of the grant was sent must be repaid. This will be assured by arranging to take some part of a state's rebate check until the debt is eliminated.

J. Define Affirmative Action in plan in terms of candidates, staff, and consultants.

Political Development Grants for Initiatives/Referenda

The procedure for these grants should follow that outlined above. When making a proposal for help on a referendum or initiative, a state must keep in mind the following criteria set by the National NOW Board.

For the 1992 legislative/initiative proposals, NOW will use the following criteria for evaluating funding proposals and placement of field organizers (not in order of importance):

- 1) has a defined goal and a probability of reaching that goal;
- 2) local coalition and activists;
- 3) matching fund locally;
- 4) position in national strategy;
- 5) national or regional visibility in the press;
- 6) number of women affected by the legislation;
- 7) affirmative action in the plan.

Article IV. Sub-Units

(Excerpted from the National Bylaws 7/91)

Section 1. Chapters

- A. Members residing or working in a given state, county, municipality, or a regional or metropolitan area shall be encouraged to form a chapter. A chapter shall consist of no fewer than 10 members, formulate bylaws consistent with these bylaws, convene and operate for the stated purpose of NOW, and elect its officers. Chapters shall be chartered by the national organization upon meeting these requirements.
- B. The policies and programs of each chapter shall be defined by its members so long as such policies and programs are not contrary to those enacted by the national bylaws, National Conference or National Board.
- C. Membership in a chapter and voting privileges in the election of chapter officers shall be open to all NOW members who meet the chapter dues and length-of-membership requirements, if any; provided, however, that members may be voting members of only one chapter. All persons elected to leadership positions in the chapter must be members of NOW.
- D. The local, grassroots chapters are the building blocks of NOW, serving as the focus of feminist action.

Section 2. States

- A. Each state and the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Trust Territory of the Pacific Islands (hereinafter referred to as a state) which does not now have an existing state organization may apply to convene a state organization with the approval of a majority of the chapters or members of that state. States shall be convened and chartered upon meeting requirements set by the National Board or National Conference. States must continue to meet such requirements to maintain their state status, subject to the removal of their state charters in accordance with the procedures set forth in Article XIII, Section 2. State organizations shall convene chapters within their state.
- B. The policies and programs of each state organization shall be defined by its members and chapters so long as such policies and programs are not contrary to those established by the national bylaws, the

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- National Conference or National Board.
- C. Membership in state organizations and voting privileges in the election of state officers shall be open to all NOW members who meet the state dues and length-of-membership requirements, if any; provided, however, that members may be voting members of only one state organization. All persons elected to leadership positions in the state organization must be members of NOW.
 - D. In states without a state organization, that region's Regional Director, in consultation with the regional Board members, may appoint a State Coordinator/President to serve until elections are held, not to exceed one year.

Section 3. Regions

- A. There shall be regions, each of which shall elect National Board Members (hereinafter referred to as Board members or, collectively, the Board or National Board) and shall formulate bylaws consistent with the national bylaws. The region's bylaws specify, among other things, the method by which the National Board Members from the region are to be elected. The region's bylaws shall be adopted by a majority vote of the members of the region present and voting at a regional conference.
- B. The policies and programs of each region shall be defined by its members and states, so long as such policies and programs are not contrary to those enacted by the national bylaws, National Conference or National Board.
- C. Membership in a region and voting privileges in the election of National Board members and other regional officers shall be open to all NOW members who meet the length-of-membership requirements set forth in Article VII, Section 5 hereof; provided, however, that members may be voting members of only one region. National Board members from each region shall be elected in accordance with Article VII, Section 5 hereof, and such other requirements for regional elections as may be proposed by the National Board and adopted by the National Conference. All persons elected to leadership positions in the region must be members of NOW.

Section 4. Affirmative Action

Subunits shall have an affirmative action plan aimed at increasing diversity of participation at all levels of NOW.

Article VII.

Section 4. Regional Election of Board Members

- A. There shall be nine Regions which shall be:
 - 1. Northeast--Maine, New Hampshire, Vermont, Massachusetts, Connecticut, New York, Rhode Island;
 - 2. Mid-Atlantic--New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia;
 - 3. Southeast--North Carolina, South Carolina, Georgia, Florida, Puerto Rico and the Virgin Islands;
 - 4. Mid-South--Tennessee, Alabama, Mississippi, Arkansas, Louisiana;
 - 5. South Central--Texas, Oklahoma, New Mexico, Kansas, Colorado;
 - 6. Great Lakes--Michigan, Wisconsin, Ohio, Indiana, Illinois, Kentucky;
 - 7. Prairie States--Minnesota, Missouri, Iowa, North Dakota, South Dakota, Nebraska;
 - 8. Northwest--Washington, Alaska, Montana, Idaho, Wyoming;
 - 9. Southwest--California, Nevada, Utah, Arizona, Hawaii, Guam, American Samoa, Trust Territory of the Pacific Islands.
- B. Based on the number of members within the region as defined in this section, each region shall be allocated (1) a number of Board seats; (2) a maximum number of Board members allowed from an individual state; and (3) the minimum number of Board seats which shall be filled by persons of color. The paid NOW membership on national records as of January 1 of the year in which the election of

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Board members is held shall be used to determine allocation of the Board seats.

1. Regions with 12,500 members or fewer shall be allocated three Board seats; no more than two Board members may come from any one state; a minimum of one Board seat shall be filled by a person of color.
2. Regions with at least 12,501 members and fewer than 25,001 members shall be allocated four Board seats; no more than two Board members may come from any one state; a minimum of one Board seat shall be filled by a person of color.
3. Regions with at least 25,001 members and fewer than 37,501 members shall be allocated five Board seats; no more than three Board members may come from only one state; except that no more than four shall be from the state of California; a minimum of two Board seats shall be filled by persons of color.
4. Regions with at least 37,501 members shall be allocated six Board seats; no more than four Board members may come from any one state; a minimum of two Board seats shall be filled by persons of color.

Section 5. Procedures and Standards for Elections in Regions

A. Any NOW member who has been a member in good standing for at least two years prior to the date of election shall be eligible to serve on the National Board. Board Members must remain residents of the region from which elected in order to remain on the Board.

B. All National Board members shall be elected at regional conferences at which all members of the region in good standing whose dues are received by the national organization or its appropriate subunits at least ninety days prior to the conference and who are present may vote. Minimum procedures shall be:

1. The National Board members must be elected by a majority of the votes cast. Preferential or cumulative voting is permissible. In preferential voting, Board members must be elected by a majority of preferences counted in the final tally.
2. At least sixty days notice in an every-member NOW publication must be given of regional elections for national Board members.
3. The site(s) of the conference must be chosen by a majority vote of the State Coordinators voting.
4. The procedure for nominating National Board members in the regions shall be the same as that for nominating officers of the national organization. The State Coordinators in each region shall serve as the nominating committee for that region.
5. Regional elections shall be held in the month of March, April or May of even-numbered years.

12/91

Moved that no chapter may solicit or accept money from an individual and in return give any rights and/or privileges of membership or any appearance of membership in NOW without enrolling the individual as a member of the chapter, state and national organizations, and remitting to the state and national organizations the established dues amount.

Membership in the state and national organizations is automatic for all members, and chapters are required to forward the established share of the member's dues for all new and reinstated members to the state and national organizations.

SMALL STATE GRANT PROPOSAL GUIDELINES

12/91

States whose annual rebates total less than \$3,000 are entitled to apply for a Small State Grant. This grant will

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equal the difference between their total rebates and \$3,000. This money can be requested every six months on a calendar year schedule, based on that period's rebate amounts.

When applying to the National Action Center for a grant, the state should supply the following:

Proof of a state meeting/conference held within the last 12 months, or a plan for a state conference including location, to be held within the next six months, for which every at-large and chapter member of the state has received notice,

Names of the current state officers, a minimum of a president and a treasurer, who must be NOW members and who must have been elected or re-elected at such a meeting as described above, or appointed as provided by NOW policy, and

The state's current budget, which may include the requested grant money, showing income and expenditures, and/or some description of the project(s) the state is involved in and spending money on.

1/91

Moved that for the 1991 legislative/initiative proposals, NOW use the following criteria for evaluating funding proposals and placement of field organizers (not in order of importance):

- 1) has a defined goal and a probability of reaching that goal;
- 2) local coalition and activists;
- 3) matching funds locally;
- 4) position in national strategy;
- 5) national or regional visibility in the press;
- 6) number of women affected by the legislation.

4/90

Moved the following policy with regard to chapters on provisional status:

"(1) When a chapter is placed on provisional status as a result of their failure to return an Annual Report after two 60-day notices,

[**Note: see motion passed at December 1989 board meeting**] a copy of the provisional status notice letter will be sent to the State Coordinator/President and the Regional Director so that they can offer assistance to the chapter.

(2) The notice letter will advise the chapter that it can return to active status from provisional status by doing the following:

- (a) filing the required Annual Report
- (b) providing a current officer list, each of whom must be NOW members, and
- (c) providing current bylaws and operating rules.

The letter will further notify the chapter that its charter will expire at the end of the calendar year if it fails to take action to remove itself from provisional status.

(3) A final reminder notice will be sent in November to those chapters which have not yet removed themselves from provisional status, and chapters whose charters expire will be so advised by certified letter to the most recent chapter contact in January, and all chapter members will be transferred to at-large status so that the state will receive future rebates."

1/90

Moved that the Board approved deconvening the following NOW chapters that have not met all of the requirements for convening a NOW chapter. These chapters received the 12/27/89 memorandum from the

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National Secretary, but did not furnish the requested information. The chapters are:

Licking County	Youngstown, OH
William and Mary	Williamsburg, VA
Hi-Line	Missoula, MT
Bowling Green	Bowling Green, KY
Faquier County-Warrenton	Warrenton, VA
Apple River Valley	Somerset, WI
Pontchartrain	New Orleans, LA
Matanuska-Susitna	Wasilla, AK
Trinity University	San Antonio, TX
Rio Grande Valley	Brownsville, TX
Middleboro Area	Middleboro, MA
El Dorado	Sacramento, CA

1/90

Moved that we fund from NOW, Inc. \$3,500 each to Mississippi, Tennessee, Massachusetts, and Alabama. In the Tennessee, Alabama, and Massachusetts proposals additional funding should be requested from the NOW PAC/Equality PAC.

1/90

Moved to amend that we fund \$4,000 for Mississippi, \$5,000 for Tennessee, and \$5,000 for Alabama. Massachusetts remains the same.

12/89

Moved that the Executive Committee be empowered to check to see whether the rebate checks are being cashed by Gotham (NY) NOW and report this information to the Northeast Regional Director.

12/89

Moved that all chapters are to be advised that the Annual Report is an obligation they are expected to fulfill to the organization, and asked to indicate to the A.R. the number of meetings held in the previous year and how chapter meetings are publicized to the community.

12/89

Moved the all convening (non-chartered) chapters that have not filed an A.R. within 60 days shall be re-notified of this requirement, asked to file their report within 60 days, advised of this and other requirements for maintaining their convening status, asked to complete a checklist indicating how they wish to proceed, and advising the chapter of the resources available at the National office to assist them in meeting convening requirements. A copy of each letter will be sent to the State coordinator, and chapters which fail to respond will not remain in convening status.

All chartered chapters that have not filed an A.R. within 60 days shall be re-notified of this requirement, advised that the chapter would be put on provisional status if no report is received within 60 days, and offered the same assistance and checklist as set forth above with regard to non-chartered chapters.

The Chapter Development Committee is charged to develop and propose further standards with regard to the effect of provisional status on a chartered chapter, and the effect of failure to meet minimum standards on the status of a convening or chartered chapter.

12/89 Moved:

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WHEREAS, the Pennsylvania Legislature was the first and only state legislature to enact restrictive anti-abortion legislation since the Webster decision; and

WHEREAS, all the state representatives and half of the state senators face re-election in 1990; and

WHEREAS, hundreds of abortion-rights activists have emerged as a result of NOW's mobilizations, ready to defeat anti-abortion legislators; and

WHEREAS, a full-time staff person is needed to recruit more candidates and coordinate state-wide abortion-rights campaigns to defeat targeted legislators; and

WHEREAS, Pennsylvania NOW needs immediate funds for such a staff person and individuals are ready to raise matching funds;

THEREFORE BE IT RESOLVED that the National NOW Board allocate \$4,000 from the PDP funds, and recommend to the NOW Equality PAC to allocate \$7,000 towards half a salary, the remainder of which will be raised by matching funds, for a staff person to work from December, 1989 through November, 1990 to educate the public on the 1989 Pennsylvania Abortion Control Act and abortion rights in general; conduct voter campaigns; increase NOW membership; recruit candidates, particularly women, to run in primaries and in the general election in 1990 against anti-abortion incumbents.

12/89

Moved to grant Washington State NOW \$3,500 to develop a model project for computerizing a NOW chapter/state, with a database program that can be easily used to sort by state assembly district or congressional district.

9/89

Moved that the Board, in planning budgetary matters, consider how we can assist state coordinators and large city chapter coordinators in being able to carry out their leadership role by being adequately compensated.

3/89

Moved that the Chapter Development Committee develop chapter standards for the Board to approve for Bylaw changes and/or resolutions to be presented to the 1990 Conference. This Committee is charged with determining the resources and training that each chapter would need to meet those standards.

3/89

Moved that the national Board recommend to each chapter and state that they have an annual or bi-annual planning meeting to set goals for themselves. The Chapter and State Development Committee will develop a set of questions or suggestions to assist them in their goal setting. This material will be prepared prior to the 1989 National NOW Conference and presented in a workshop at the Conference.

3/89

Moved that NOW implement a system for leadership skills training in each of the NOW regions by doing the following:

- 1) Each member of the National Board will provide to the Executive Committee suggested materials, topics and resources for effective leadership skills development training, not later than the 1989 National Conference, and advise the Executive Committee whether she is willing to train others in particular leadership skills.
- 2) The Executive Committee will design a model weekend "workshop" series on leadership skills, and present the model to the Board with a proposal for funding before scheduling the first weekend to train those National Board members and others who have committed to conducting a similar training weekend in her own or another region. Among the components

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to be included should be: motivating others, recruiting members, identifying potential leaders, parliamentary procedure, organizing a successful action, delegating tasks, goal setting, fundraising, chapter management, newsletter/flyer production, and activist contracts.

- 3) The Board members in each region will take responsibility for scheduling a date and arranging for appropriate facilities for the leadership training in their region, with no less than 8 weeks advance notice to the Executive Committee. The Executive Committee will work with the Board members to carry out this leadership weekend.

1/89

Moved that at the March Board meeting there be a committee of the whole discussion on Saturday at 8:00 p.m. to discuss concrete ways to revitalize chapters, and to include in the discussion how to recognize chapters that are in trouble.

PRAIRIE STATES RESOLUTION

1988

WHEREAS, the region designated in the NOW bylaws and other NOW material as Midwest has voted to change the region name to Prairie States; and

WHEREAS, the change has been in the regional bylaws for two years; and

WHEREAS, the NOW conference staff has done an admirable job of acknowledging this change;

THEREFORE BE IT RESOLVED that the NOW officers, National Board and all NOW subunits will adopt this change until such time as the National bylaws may be amended to reflect the will of the NOW Prairie State Region members.

1/88

Moved to circulate guidelines/procedures in a leadership mailing to states/chapters to request input on deconvening/ dechartering.

PROPOSAL FOR INTERACTION BETWEEN CHAPTERS SHARING THE SAME GEOGRAPHICAL AREA

5/87

1. New Chapter Formation in Area Where There is an Existing Chapter(s)

The chapters are encouraged to issue a joint media release, in which the media is advised of the convening of the new chapter, and that it is being formed for these reasons:

- 1) Expanding of NOW,
- 2) Diversity of programs and actions,
- 3) Expanded choice of meeting nights and locations.

The release may also include meeting information for all chapters and a listing of official spokes people and contact telephone numbers for each chapter.

2. Membership

No chapter should actively solicit for funds or membership from the members of other chapters. Any person wishing to transfer membership from one chapter to another may do so by making a written request to the other chapter. No chapter may transfer a member from other chapters onto its own rolls without first transmitting to that chapter a copy of the member's written request.

3. Communication

Each chapter is encouraged to put the other chapters on its mailing list, and each chapter is encouraged to send the other chapters copies of its newsletters, meeting notices, media releases, etc., to avoid date conflicts and

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duplication of efforts. In the event that chapters regularly publish a newsletter, each should make reasonable effort to include information about the other chapters' events, if requested to do so that by that chapter.

4. Public Criticism

No representative (meaning officer, board member, or official spokesperson) may publicly criticize any statement, activity or representative of other chapters, unless the statement or activity is contrary to NOW policy (e.g., Administrative or Policy Manual, conference resolutions, etc.); even then, the "aggrieved" representative must first attempt to meet with the "offending" representative, to resolve the conflict, and make a joint statement if possible.

5. Local Area Council

In Multi-chapter metropolitan areas, each chapter shall be encouraged to form a local area council for the purpose of exchange of information, ideas, press, and scheduling of events on NOW actions where those chapters have decided to participate in the same action, although this does not bind any chapter to participate in any particular National action.

6. Issues Positions

On an issue which is not addressed in National NOW policy, or on which National NOW has not taken a position, a chapter or state may only identify their position as their chapter's or state's position on such an issue.

7. Defunct chapters

The existing treasury of defunct chapters, if any, shall be forwarded to the state organization, earmarked specifically for the purpose of chapter development in that state.

5/87

Moved that, under the current National NOW bylaws, state organizations cannot deconvene or decharter a chapter over the objections of that chapter.

6/85 The Convening/Chartering Guidelines were adopted by the Board. RESPONSIBILITIES OF A CONVENING CHAPTER AND ITS STATE COORDINATOR TO THE ORGANIZATION

1. The convening chapter will identify at least three (3) people who are committed to forming and joining a chapter, one of whom will be the Convener and another who will serve as Treasurer. Both of these names must be submitted to the National Secretary and State Coordinator before a chapter number will be assigned.
2. The state organization will send the convening authorization form to the National office, at which time the chapter will be assigned a computer number and be added to the national leadership list by the Membership Processing staff.

Further, the convening chapter will:

3. Adopt "model" chapter bylaws and operating rules which will reflect the unique character of the chapter and its method for guaranteeing all members access to the decision making. These items will be dated and sent to the national office for tax purposes as well as for chapter continuity.
4. Elect chapter officers, and, upon assumption of office, send their names to the State Coordinator and the National Secretary.
5. Hold at least eight publicly announced meetings a year for the purposes of conducting chapter business.
6. Adhere to NOW's policies and purposes through actions and projects, with the intent of advancing NOW's issues. (Actions are activities which have an impact on a chapter's community, i.e., picketing, lobbying, leafleting, letter writing.) Chapters are expected to complete at least three (3) actions/ projects, each on a different issue, during the twelve month

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- period. At least one must address reproductive rights, lesbian rights, abortion or racism.
7. Implement a member education program on NOW's history and policies. It is strongly recommended that this include NOW Feminist Consciousness-Raising. Other ideas for member education are available from the Chapter Development and Services Department, NOW Action Center.
 8. Act in a financially responsible manner toward the organization, including the obligation to remit the total amount of all National and State dues collected.
 9. Prepare an annual written report of chapter status and activities to be sent to the State Coordinator, Regional Director, and National Secretary. The report will include a statement of chapter income and expenses, significant actions, membership education program, plus goals and activities for the upcoming year.

RESPONSIBILITIES OF CHARTER CHAPTERS TO THE ORGANIZATION

Chartered chapters will:

1. Adhere to chapter bylaws and operating rules which are in agreement with National bylaws.
2. Elect chapter officers, and, upon assumption of office, send their names to the State Coordinator and the National Secretary.
3. Hold at least eight publicly announced meetings a year for the purpose of conducting chapter business.
4. Adhere to NOW's policies and purpose through actions and projects, with the intent of advancing NOW's issues. (Actions are activities which have an impact on a chapter's community, i.e., picketing, lobbying, leafleting, letter writing.) Chapters are expected to complete at least three (3) actions/ projects, each on a differing issue, during the twelve month period. At least one must address racism, reproductive rights, lesbian rights or abortion.
5. Implement a member education program on NOW's history and policies. It is strongly recommended that this include NOW Feminist Consciousness-Raising. Other ideas for member education are available from the Chapter Development and Services Department, NOW Action Center.
6. Act in a financially responsible manner toward the organization, including the obligation to remit the total amount of all National and State dues collected.
7. Prepare an annual written report on chapter status and activities to be sent to the State Coordinator, Regional Director, and National Secretary. The report will include a statement of chapter income and expenses, significant actions, membership education program, plus goals and activities for the upcoming year.

RESPONSIBILITIES OF NATIONAL NOW TO CONVENING AND CHARTERED CHAPTERS AND STATE ORGANIZATIONS

1. Maintain contact with local chapters through monthly leadership mailings that may include:
 - a. Up-to-date information on issues,
 - b. Chapter development materials,
 - c. National Board meeting minutes, and
 - d. Policy changes within the organization.
2. Provide written resources, upon request, which may include the following:
 - a. National and model chapter bylaws,
 - b. Lists of current State Coordinators and National Board members,
 - c. Brochures for action and recruitment,

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- d. Copies of the National NOW Times,
 - e. Press releases concerning national issues,
 - f. Resource kits on issues,
 - g. Membership forms,
 - h. Membership Processing Manual,
 - i. Resource material concerning chapter development and leadership development; and,
 - j. CR Guidelines.
3. Provide current membership information including:
 - a. Monthly Chapter Renewal Monetary Reports,
 - b. Monthly membership lists,
 - c. At-large membership lists for recruitment, upon request,
 - d. Membership renewal notices to individual members; and
 - e. Label orders upon request.
 4. Provide assistance and materials to states to convene chapters.
 5. Issue charters with the approval of the State Coordinator.
 6. Maintain chapter records as a reference for chapter continuity.
 7. Upon request, provide staff expertise to facilitate workshops for local conferences, subject to negotiation of travel and accommodation costs.
 8. Provide staff assistance with chapter development problems or action planning, upon request.
 9. Monitor national legislation on NOW's priority issues.
 10. Represent the organization in a credible manner to policy makers, the media and other organizations.

2/84

The name of the Chapter Development and Services Department is changed to the Chapter and State Development Services Department.

2/84

The National Board recommends the chartering of those NOW chapters which serve their university or college populations in accordance with the purposes of NOW.

2/84

Potential college and university chapters are required to submit a copy of relevant college or university policy regarding campus organizations along with their bylaws including admission restrictions. Relevant university policy must be also submitted to state coordinator and the national secretary at the time of the request to convene a university chapter.

7/83

Chapter Convening and Chartering guidelines were adopted including (1) responsibilities of National NOW to convening and chartered chapters and state organizations, (2) responsibilities of a convening chapter and its state coordinator to the organization, and (3) responsibilities of chartered chapters to the organization. The guidelines will be circulated to the leadership list in August, shall take effect for those chapters convened after September 1, 1983, and shall be in effect until the fall, 1984, Board meeting. At that time, the Chapter Development Committee will provide an assessment of the guidelines to the Board to determine whether or not the guidelines have been effectively implemented and shall propose guidelines for de-chartering. These guidelines and annual report are not intended to serve as the basis for de-chartering a chapter. They are intended to assist chapters to be more effective.

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7/83

That State Coordinators will be sent National Board meeting agendas as well as the minutes.

4/83

Guidelines for Chapter Development Proposals and their cover letter were adopted.

Dear

As our organization grows in size and complexity, chapter, state and regional leaders have felt an increased need to devise ways of carrying out NOW's purpose. Many creative ideas for chapter and state development have been submitted to the National Board but, until recently, there was no standardized review of these proposals.

Because of the limited amount of funding available, it becomes important to have an equitable application and review system. We feel that the following "Guidelines for Proposals" meets this need.

We appreciate the amount of time, energy, creativity and commitment that goes into developing proposals. When we receive the materials from you, a letter will be sent acknowledging that the process of consideration has begun.

If you have any questions about the attached "Guidelines for Proposals," please write or call for further information.

Sincerely,

National Secretary

GUIDELINES FOR NOW CHAPTER AND STATE DEVELOPMENT PROPOSALS

Who May Apply

Proposals to National NOW may only be submitted by chapter, state or regional units of NOW and must have the approval of the unit in whose name it is submitted.

Available Funds

All chapter, state and regional units of NOW face difficult problems of one sort or another. The creative solution of these problems requires innovation, resourcefulness and perseverance, as well as financial support. The national organization encourages members to find ways of improving their units through whatever appropriate means are available to them.

The National budget is set on a yearly basis and funds are limited. Existing organizational resources should be used to the fullest extent before requesting national grant monies. This may include developing local chapter resources, consulting with state, regional and national officers, creating the position of fundraiser and chapter/membership development at the state and local level, and using the services and materials available through the National Chapter Development and Services office.

It is advisable to submit preliminary proposals to the appropriate state and regional leaders as well as to

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the National office as a means of identifying additional resources, finding similar models, and building support.

When there is evidence that all other funding sources have been exhausted and the proposal concept has been studied by the review committee, funding may be considered.

It is suggested that the proposal include a way of eventually returning to the national fund all or some of the grant.

Kinds of Projects

Funds allocated to NOW projects are primarily developmental in purpose. Grants are not intended to cover activities which are within the normal range of chapter responsibilities.

If approved, grants may fall in the \$500 to \$10,000 range and may take the form of outright grants, matching funds, and/or technical assistance.

Generally local projects are not funded unless the project has regional or national implications. State projects are favored.

The kinds of projects that will be considered may include but is not limited to:

- a drive to convene a number of chapters in a state where there are few NOW chapters
 - travel expenses for a special project
 - special training sessions
 - start up salaries for project staff
 - specific action projects
 - capital expenditures (actual purchases)
 - seed money for a fundraising project.
- NOW could NOT provide grant supports in the following categories:
- grants to individuals
 - graduate or undergraduate scholarships
 - general support
 - endowment funds
 - arts or science projects
 - local service
 - international programs
 - non-action oriented research.

Proposals should relate directly to organizational development, should be a reflection of NOW's Statement of Purpose, and comply with state and national policy.

Procedure

- A. Applicants must submit proposals by May 1, or September 1.
- B. Proposals should be mailed to:
National Secretary
NOW
1401 New York Avenue, NW, Suite 800
Washington, DC 20005
[Office Address as of 1989 is: NOW, 1000 16th St., NW, Suite 700, Washington, DC 20036]

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- C. The National office will send a letter acknowledging the receipt of the proposal.
- D. The National Secretary will send copies of the proposal to the Review Committee. This group is composed of the National Secretary, the Chair of the Chapter Development Committee, the Chair of the State Development Committee, and the Chair of the Budget Committee. All proposals will be subject to rigorous screening, evaluation and approval. The committee will seek objective opinions of others.
- E. The Committee will review the proposal making a recommendation to the National Board.
- F. A decision on each proposal will be made within six months of application. Reasons for acceptance or denial will be stated for each project proposal.

Content and Structure

All proposals will be typed, copy-ready, and contain the following information:

- A. Cover letter. Describe the project and type of support you are requesting.
- B. Title page. List the title, date of application and primary contact person.
- C. Table of Contents (optional).
- D. Statement of Purpose. In a few sentences, summarize the problem, the solution you are presenting, and the desired outcome.
- E. Statement of Need
Describe the situation precisely with ample and accurate data. Use graphic representation if it clarifies a point.

Provide background. Give a brief description of your chapter/state/region unit, its origins, leadership and future plans. Attach a copy of the bylaws and operating rules for the unit making the request.

Demonstrate need. Show that alternative resources have been investigated and the results of those investigations. Show that no other unit is able to carry out the project. Explain how it will aid other NOW units.

- F. Proposed Solution (Project Design)
Describe why and how the project will benefit the target group and how success will be measured.

State the rationale. How would a grant of funds promote your unit's development and NOW's goals?

State the goals and objectives as well as the time frame. (Goals are ultimate things; objectives are specific and quantifiable; tasks are the steps that must be taken to complete each objective.)

You may wish to describe: the existing facilities available, existing resources available, planned operation, a flow chart to explain the action, the number of people who will be affected, and the expected work that might be done in conjunction with other organizations.

Include a description of how evaluation will take place.

Describe how periodic reports will be made to the National Board.

Describe future plans. How will the work go on when the money runs out?

If appropriate, provide job descriptions for positions, the procedures for hiring and the review system

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- to be used.
- G. Financial
- List your itemized estimate of expenses for the project. Include costs such as personnel, fringe benefits, travel, equipment, supplies, telephone, space rental, etc.
- List support expected from other sources.
- List support requested.
- Indicate how the grant might be repaid to NOW over a period of time.
- Describe plans for future self-sufficiency.
- H. Attach a copy of your chapter/state/or regional participation in NOW's group tax exempt status. Endorsements. Attach letters of support from chapters, states, or regional units. Letters from individuals are also encouraged.

Requirements/Standards for the Chapter Convening/Chartering Process.

4/83

These requirements shall take effect immediately for those chapters convened after January 1, 1983. For all other chapters, these requirements shall take effect December 31, 1983, with the sole exception that previously chartered chapters whose bylaws have been approved by the IRS shall be encouraged but not required to adopt Model Chapter Bylaws."

RATIONALE

These are the concepts that the Chapter Development Committee suggests the Board convey to the chapters.

It is the intent of the Board of Directors to help in the development and maintenance of strong, vital, action-oriented chapters. The requirements/standards presented here are a culmination of several years of study and discussion and reflect the collective experience of Board members and interested others. The contributors represent various parts of the country as well as varying chapter composition.

The Board believes that the responsibility for ongoing chapter development falls most heavily on the chapter and state organizations. It is our fervent desire that the requirements/standards be viewed and used as a helpful procedure to states and chapters.

- A. A significant change in the convening process increases the number of people needed to convene a chapter from one to ten. To maintain a high level of quality actions, a chapter needs a "critical mass" from which to draw necessary talents and skills. It has been our experience that regardless of the size and location of the chapter (rural or urban), only a small percentage of members in any given chapter becomes active or assumes leadership. By increasing the number of people required to convene a chapter, the odds of maintaining a core group of activists are increased, despite normal attrition.
- B. The maintenance of vital chapters hinges on the ongoing recruitment of new members and the subsequent education of those new members in NOW herstory/history, policies and the planned development of new member

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skills. We strongly recommend the immediate establishment of statewide NOW Consciousness-Raising programs, including leadership training and group formation.

- C. The Board, particularly the Chapter Development Committee, has had considerable discussion over the years on the question of what constitutes a NOW chapter? The agreement was that, first and foremost, a NOW chapter is an action group whose purpose is to make an impact on the community. We also see the necessity for a consistent schedule of public chapter meetings as well as annual setting of goals and priorities.
- D. The requirement of adopting model bylaws is simply a way to facilitate obtaining IRS exemption status and a favorable U.S. postal rate, both of which the Board feels are critical to the development of new chapters. (Chapters which already have bylaws which are not model bylaws but which have received IRS exemption or will do so shortly, would not be affected.) It is not a move to establish a homogenous group of chapters with no autonomy.

The inclusion of the clarifying phrase about operating rules supports the variety of chapter structures currently in use.

Virtually all sub-units of NOW have been concerned about the health and vitality of chapters. These requirements represent the Board's attempt to address these concerns as well as provide constructive direction for states and chapters.

Requirements for Convening a NOW Chapter

1. At least ten people who are committed to join and form a chapter, one of whom will be the convener.
2. State organizations shall be responsible for dispensing Convener's Kits.
3. The chapter receives its computer number and goes on the national mailing list when National NOW receives the convening authorization form from the state organization.
4. Except in extraordinary circumstances, the convening period shall not exceed twelve months from the date of the assignment of the chapter number.

Requirements for Chapter Chartering/

Minimum Chapter Standards

1. Demonstrated commitment to NOW's policies and purpose through actions and projects related to advancing NOW's issues. (Actions are activities which have an impact on the community outside of the chapter.) Chapters are expected to complete at least three (3) actions/projects, each on a different issue during the twelve-month convening period. At least one of these must have been on one of the following: racism, lesbian rights, abortion and reproductive rights. The above is also a minimum requirement for chartered chapters.
2. Implementation of member education on NOW's history and policies. (It is strongly recommended that this include NOW Consciousness-Raising.)
3. At least nine publicly announced meetings for the purpose of conducting the business of the chapter.
4. Adoption of model chapter bylaws and operating rules which reflect the flexibility of the chapter's own structure and process and guarantee all members access to decision making.
5. Filing of IRS group exemption papers with National NOW and the filing of any other reports

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- required by law.
6. Election of officers.
 7. Financial responsibility toward support of National NOW including the obligation to remit the total amount of all National and State dues collected.
 8. Annual written report of chapter status and activities, including statement of income and expenses, as well as goals and priorities for the upcoming year, shall be sent to the State Coordinator and Regional Director.
 9. Demonstrated success in member recruitment, with emphasis on recruiting a diverse membership. National NOW bylaws specify the minimum number of members in a chapter.

12/82

The National Board affirms the interpretation of the Bylaws Committee that the national NOW bylaws do not prohibit a chapter from adopting a chapter bylaw which restricts voting and/or office holding eligibility within the chapter to those members who are reflected as members of the chapter on the National membership records. This policy shall not be interpreted to require chapters to adopt such a restriction, but allows a chapter to do so if the chapter so wishes and adopts the bylaw in accordance with the procedures for amending its chapter bylaws.

12/82

WHEREAS, the National Organization for Women is the voice for social and political activism for over 200,000 members, and

WHEREAS, the National Organization for Women has begun an extensive media campaign for recruitment to vastly increase the membership of the organization throughout the country, and

WHEREAS, the local chapters are the primary units of involvement for the membership,

THEREFORE BE IT RESOLVED, that the National Organization for Women deliberately commit the financial resources of the organization to the implementation of a program for chapter development in every state and region. This program would include staff assistance to encourage membership and chapter development, in cooperation with state organizations and existing chapters.

1. in rural as well as urban areas,
2. among the physically challenged,
3. among native speakers of languages other than English,
4. among people of color, and
5. on college and university campuses.

To implement this program, chapter developer(s) will;

1. compile and disburse chapter resource kits,
2. produce and present leadership training for Chapter officers and committee chairs, and
3. produce and present workshops on methods to increase membership development."

4/82

The following procedures for transfer of at-large members to chapters were adopted:

1. Effective April 17, 1982, it shall not be permissible to transfer an at-large member to a chapter based on a procedure which requires the at-large member to respond if she/he wishes to retain at-large status, i.e., lack of response by the at-large members will not be deemed authorization to move an at-large member to a chapter.
2. At-large members may be transferred to chapters by a procedure which requires the at-large member to positively respond indicating their desire to be transferred to a chapter. It is strongly recommended that such mailings to at-large members be coordinated at the state level

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- offering the at-large members the option to join any chapter in the state.
3. Any transfer of 15 or more at-large members to a chapter or chapters which is not accompanied by substantiating documentation shall be referred to the credentials committee which shall conduct an accuracy spot check by calling a random sample of the at-large members to be transferred. Based on the spot check, the transfer of the at-large members shall be processed or disallowed.

7/81 Revised Policy on Naming Chapters

Except in unusual circumstances, chapters shall be named by a geographic designation consistent with the community in which the chapter will function and draw its membership. No chapter may indicate a geographic area larger than or subsuming neighboring chapters, unless all such affected agree. If a chapter name other than a geographic location is desired, the rationale (how the name will help to advance NOW's goals in the particular community to be addressed) for selection of the name shall be given in writing to the State Coordinator, who is responsible for presenting it with a recommendation, to the National Secretary for approval or disapproval. The chapter name, if approved, must include a geographic designation after the name (i.e., De Colores-East LA NOW). NOW chapters may not be named after living persons or fictitious characters. If the name is not approved, the National Secretary shall so notify the chapter in a prompt and timely manner, giving the reasons for disapproval. Geographic designations are strongly encouraged as a means of best conveying the image of a political action organization rather than a club and because of the economic impact it has for chapters and states on central dues collection, the value for media recognition, and the ease with which potential new members can locate chapters.

Minimum Standards for Regional Elections

- A. Elections Committee:
 1. In order to ensure fair elections, it is extremely important that the Elections Committee (E.C.) be impartial. No member of the E.C. should be a member of any candidate's election committee. No member of the E.C. should wear any campaign paraphernalia during the Conference.
 2. The E.C. is to be appointed by the Regional Board if one exists. If one does not exist, the E.C. shall be appointed by the Regional Director with the advice and consent of a majority of the state coordinators in the region after consulting with all the state coordinators in the region.
 3. The E.C. must be composed of a minimum of three persons. In any case, it must be an odd number.
- B. Election Rules:
 1. There must be election rules which specify at minimum:
 - a. Procedures for nominations
 - b. Method of voting (i.e., preferential or majority ballot, etc.)
 - c. Electioneering restrictions.
 2. Those rules must be presented to the Conference for adoption.
- C. Ballots:
 1. The E.C. will determine ballot position by lot immediately after the close of nominations.
 2. Ballots must be printed or mimeographed and include specific instructions concerning what constitutes a valid vote (e.g., what type of mark must be made and where it must be placed). Ballots shall include blank spaces for write-in votes and shall not be printed until after the nominations are closed.

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3. The E.C. is responsible for ensuring that a precisely known number of ballots are printed or mimeographed and that all ballots are secure at all times.
- D. Polling and Tallying Procedures:
1. Ballots must be counted by a minimum of two people per batch.
 2. In order to ensure that procedural advice is available, if needed, it is strongly recommended that a non-NOW parliamentarian be present during the counting.
 3. Challenges to the tallying of particular ballots or of procedures should be made at the time the alleged irregularity is noted and no later than the meeting at which elections are held. The E.C. then rules on the challenge.
 4. Any voting member is also entitled to challenge at the time the report of the E.C. is made to the Conference. The Conference itself must then rule on that challenge.
- E. Election Results:
1. The E.C. Chair shall report to the Conference the official results of the balloting, including the number of ballots cast and accounting for all ballots.
 2. At the close of the Conference, the E.C. Chair shall report in writing to the National Secretary the official results. In addition, the ballots themselves should be sealed and held by the E.C. Chair until after the National Board meeting following the election.

2/80

The Board approved the production of a State Coordinator's kit to be produced by August, 1980. Estimated cost of \$200.

2/80

Procedures for State Election of At-Large Delegates to the National Conference were adopted as follows:

Procedures for State Election of At-Large Delegates to the National NOW Conference

- I. Responsibility
 - A. The State Coordinator/President is responsible for the implementation of these guidelines.
 - B. The State Coordinator/President may appoint a committee or individual (hereinafter referred to as the Committee) to assist in carrying out the election of at-large delegates to the National Conference.
 - C. The appointment of a Committee does not relieve the State Coordinator of the burden of responsibility for the implementation of the guidelines.
- II. Notification
 - A. Every at-large member must receive at least 30 days written notification of the date, time and location of the state meeting to elect delegates to the National Conference.
 - B. Notification should include a description of eligibility requirements for both voters and nominees and procedures for nomination, credentialing and election.
- III. Registration
 - A. There shall be no paid registration requirements set for at-large member

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- participation in at-large delegate elections.
- B. Elections that are run concurrently with State Conferences may not require an at-large member to register for or participate in a State Conference in order to participate in the at-large delegate election.
- IV. Credentialing
- A. Any current at-large member of NOW is eligible to vote for at-large delegates in her/his state by being present and credentialed.
- B. The credentialing process must include verification of current at-large membership (see Section VI of these guidelines).
- C. The Committee is responsible for allowing a reasonable period of time for credentialing, nominations and elections.
- D. A list of credentialed voters shall be delivered to the State Coordinator/President following the election.
- E. After all eligible voters have been credentialed, the Committee shall determine the number of at-large delegates to be elected, based on the number of credentialed voters, in accordance with current National NOW Bylaws.
- F. The number of at-large delegates to be elected shall be announced by the Committee before the nominations are opened.
- V. Nominations
- A. Any NOW member (either at-large or chapter member) may be nominated and/or elected as a delegate representing the at-large membership of each nominee prior to the election.
- B. It is the responsibility of the Committee to verify that current NOW membership of each nominee prior to the election.
- VI. Verification of Membership
- Verification of membership shall be the usual method of verification at NOW Conferences:
1. NOW membership card; or
 2. Listing of name and expiration date on National NOW membership records; or
 3. Canceled check payable to NOW; or
 4. Written verification by Chapter or State Treasurer.
- VII. Elections
- A. Elections shall be by secret ballot.
- B. Delegates must be elected by a majority of votes cast. When there are more than two candidates for the same office, preferential or cumulative voting is permissible, except that in preferential voting, it shall be a majority of the preferences counted in the final tally.
- C. It is the responsibility of the Committee to:
1. Provide sufficient ballots for the election;
 2. Distribute the ballots to credentialed voters only;
 3. Immediately collect and tally the ballots; and
 4. Announce the results of the election at the election meeting.
- VIII. Certification
- A. The Committee shall give written notification of the results of the election, with the list of credentialed voters, to the State Coordinator/President immediately following the election.
- B. The State Coordinator/President shall notify the National Conference

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Credentials Committee of the election results, in accordance with procedures established by that Committee.

IX. Rules of Procedure

Except as herein provided, all proceedings shall be governed by Robert's Rules of Order, Newly Revised.

7/79

Motion adopted that the profits from regional conferences, after repayment of seed money to National NOW, be retained by the region.

2/79

Motion adopted that the National President sign Provisional Chapter Charters.

12/78 The following procedure was adopted:

Until the duties of the Regional Directors and State Coordinators are more precisely defined in our National Bylaws, the following policy on convening new chapters shall apply: In states with no elected or appointed State Coordinator, the Regional Director shall convene new chapters. In states where the State Coordinator has been elected by the State Organization or appointed by the Regional Director, the State Coordinator or officer authorized by the State's Bylaws shall convene new chapters. Regional Directors shall help state organizations to develop so that the rights and responsibilities for convening new chapters can be transferred to state officers as promptly as possible. If a convening request is received by the secretary from unauthorized persons, the Secretary shall notify the State Coordinator. If the State Coordinator or officer authorized by the State's Bylaws does not respond by authorizing the sending of a convener's kit within 30 days, then the Regional Director shall be notified.

10/78

Motion adopted that the Membership Committee and the Executive Committee work with the State Coordinators to develop a State Coordinator's Kit as quickly as possible.

2/78

The adoption of the following policy recommendations for convening chapters was passed:

1. State Coordinators may, upon request, receive three convening kits for distribution, with the provision that an authorization form be returned to the National Office immediately upon relinquishing a kit.
2. A tracking form will be sent to State Coordinators upon shipment of a kit to a convening group.
3. Applications for provisional charters shall be submitted within six months of receiving a kit. If the application has not been submitted, the State Coordinator or Regional Director shall determine the status of the convening process and provide necessary assistance to insure completion within the required nine months period.
4. At the expiration of nine months, if the requirements for receiving a provisional charter have not been met, the Secretary will determine whether the convening chapter is viable. If not, it will be removed from the computer.
5. The contents of the kit shall be translated into Spanish; State Coordinators and Regional Directors shall indicate on the convening authorization form if a Spanish language kit is being requested.

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2/77

Motion adopted that we affirm the interpretation made by the Bylaws Committee that multiple State Conferences are permissible to satisfy requirements for members-at-large election of delegates.

8/74

Motion adopted that funds allocated for States all be funneled through State Coordinators rather than allocating separate funds which go through State Legislative Coordinators to enable the States themselves to determine how they want to allocate their funds and to reduce bookkeeping for the Treasurer.

11/71

Moved that the Board require that any chapter that has office space in the name of the organization take out tenants' insurance policy.

NOW TASK FORCE

7/89

WHEREAS, sustained expansion will require continued effective leadership and more activists and local chapter resources; and

WHEREAS, sustained expansion will require effective and efficient methods of communications with chapters, states, regions and the local and national media; and

WHEREAS, NOW's main source of income is dependent upon the ups and downs of membership and donations; and

WHEREAS, a more stable flow of income would be desired to allow for long-range budget planning as well as new sources of revenue; and

BE IT RESOLVED, that the National Board of the National Organization for Women authorize the creation of a Task Force to study and recommend methods which will allow NOW to meet the challenges of the 1990's in the following areas:

1. Funding
2. Communications
3. Resource Management/Training

AND BE IT RESOLVED, that this Task Force be comprised of the following people:

1. Executive Committee Member
2. National Board Members
3. State Coordinators
4. Chapter Representatives

AND BE IT FURTHER RESOLVED, that this Task Force be appointed from recommendations given to the president by the Regional Directors, State Coordinators, the National Board and the Executive Committee;

AND BE IT FURTHER RESOLVED, that this Task Force represent all 9 regions, and that it seek input and recommendations from NOW's leaderships, look at the structure of other non-profit organizations, their methods of funding and leadership training and that this Task Force bring results of this study to the National Board with recommendations to modify NOW's present methods, if necessary;

AND BE IT FURTHER RESOLVED, that the National Board authorize funding for this Task Force not to exceed \$1,000.00 for purposes of meetings, communications, and materials, and that the Task Force be appointed at the September 22-24, 1989 Board Meeting and that the results of their work be brought to the National Board and the Executive Committee by April 1990 Board Meeting.

WHO SPEAKS FOR NOW

7/78 Policy statement regarding Who Speaks for NOW adopted:

Public Speaking Policy--National NOW policies are defined in the organization's Statement of Purpose, its Bylaws, resolutions passed at National Conferences and Conventions, and motions passed by the National Board. National officers are responsible for communicating these policies in every-member NOW publications so that current and new members may be aware of them. Members, in turn, are responsible for familiarizing themselves with those policies.

NOW affirms the right of every member to voice their own opinions on feminist issues in public or private, in NOW meetings or meetings of other organizations. We expect and encourage lively debate on the issues before us. That right must be distinguished, however, from the right to speak on behalf of NOW in public forums. In public presentations the following rules shall pertain:

1. When the national organization has an established policy on a particular issue, officers of the national organization and its sub-units and members are obliged to state that policy when speaking or writing about that issue in any public forum. Members of NOW may speak for NOW only when authorized to do so by their unit.
2. If a member has been, but no longer is, an officer in a unit of NOW, she/he must make clear in any public statement that current officers are the authorized spokes persons for that unit.
3. When national policy has not been defined on a particular issue, spokes persons shall so state. Spokes persons must identify, in any public statement, which unit of the organization they represent. They must also adhere to any rules on public statements established by the units they represent. Such rules may limit public statements on behalf of those units, but not an individual's right to express their own opinions.

We urge all sub-units of NOW to establish rules on public statements on their actions and policies, if they have not already done so.