

NCFRW Resource Handbook

“The Blue Book”

2013 Edition

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Forward to Revision of the “Blue Book”
(3rd edition of NCFRW Resource Handbook)

It seems appropriate to update this as NCFRW celebrates its 60th Anniversary!!

We have Past NCFRW President Dottie Salerno to thank for the “NCFRW Resource Handbook” (otherwise known as “Blue Book”). Dottie and her Executive Committee put together this information and made sure it was reproduced and distributed to all club Presidents, Area Reps, and NCFRW officers. It was in a blue binder – hence the name “Blue Book:

Over the years, many clubs “lost” their “Blue Books” as club Presidents moved away, or left the club. In October of 2006 President Martha Jenkins put this resource in Adobe Acrobat format on our website, and made it accessible to all club presidents again.

There are very few changes here from the original. The changes that are here are a few subtle editorial changes based on things that have happened and/or stopped happening over the last several years. All of the original information is still very good, and still needed by our clubs. We put “enclosures” from the original at the end of each section, and moved all of them to the “back”—in the Appendix. There are a few additional documents in the Appendix that we thought would be helpful.

So, please download, save, print and read any and all sections that you need!!! You will learn many things (and be reminded of others) when you read this.

Our goals are clear:

- Unite the RW of NC into an active, constructive organization to sustain and grow the Republican Party
- Support the Republican National and State Republican Party initiatives and work for election of Republicans
- Encourage, promote and education RW to run for office, make a real and direct interaction in our communities, shaping local, state and national politics and share ideas on how to work together for issues of importance we all agree on.

Dena Barnes, NCFRW President 2009-2013

ACKNOWLEDGEMENTS

This NCFRW Resource Handbook was produced during the administration of
Dottie Salerno
NCFRW President
1994-1995

It was developed by the Leadership Training and Club Development Committee
Marcia Ross, Chairperson
Jo Malanowski, Assistant Chairperson

The NCFRW Resource Handbook is a compilation of newly developed material and contributions provided to and by the State Federation over its 40 year history.

This project was undertaken to assist the unit club President in her responsibilities to the club. Hopefully, we have succeeded.

A special thanks to all who made a contribution
(Taken from First Edition, January 1995)

A Creative leader is one who recognizes the potential in people and strives to establish and maintain a climate where individuals may develop and maximize their contributions. Within this creative environment, they involve others in the process of identifying and pursuing meaningful goals that bring both short-term and long-term benefits to all.

1988, Center for Creative Leadership

PREFACE

This, the NCFRW Resource Handbook is being provided to our organization because we know the abilities and the desire of our membership to be the best they can be. We are dedicated to providing the tools you need to help each member to grow and develop as Republican leaders.

A “Federated” Republican woman is one who has developed strong convictions through study and thought. She recognizes that our Country is strong not because of rigid regimentation of ideas, but flourishes because we have constantly fought to give dignity to the individual and freedom to think and speak for oneself.

This manual is designed to continue to strengthen you as a leader which will benefit your family, your community, your state, your country, your Federation, your unit club and most especially you.

Use it...place your “Resources in Motion....There’s never been a better time!

Make It Happen!!!

Section 1

The Unit Club as it Relates to State and National Organizations

Overview

This section discusses the Unit Club as it relates to the parent organizations and the Republican Party.

Historic data is presented for your information and to provide a sense of who we are and why we exist.

The NCFRW Regional Vice Presidents and the Area Representatives play an important liaison role between the NCFRW and the established unit club.

History of the Republican Party, the NFRW, the NCFRW and the Relationship between the Federation and the Republican Party

In 1854, the Republican Party was formed in a small schoolhouse in Wisconsin. The people that met in that schoolhouse chose the name Republican and that gathering marked the birth of the Republican Party. The Republican Party was founded on an anti-slavery platform, and it achieved national prominence quickly. In 1856 John C. Fremont ran as it's first Presidential Candidate, and in 1860, Abraham Lincoln was elected as the first Republican President of the United States.

Today the Republican Party is a confederation of 50 Republican State Parties, plus the Parties of the District of Columbia, Guam, Puerto Rico, the Virgin Islands, American Samoa and the Marianas Islands. These state and territorial parties are linked together through the Republican National Committee.

The Republican National Committee (RNC) was not created by any state or federal law. It has no charter, constitution or bylaws as such. Instead it is an organization authorized and defined by the Rules of the Party, which are voted on at the National Convention. The Party functions on these rules until the next convention convenes and adopts its own Rules.

The RNC is composed of a National Committeeman and National Committeewoman from each state and the territories. The chairman of each State Party is also a member of the RNC. This committee acts by the authority of the National Convention, which is the governing body of the Republican Party. The RNC functions from its permanent headquarters in Washington, DC.

For a historical perspective of the Republican Party not usually discussed, read Michael Zak's book [Back to Basics for the Republican Party](#).

National Federation of Republican Women

Republican women's clubs have existed for more than 100 years. The oldest club on record was founded in Salt Lake City in the 1870's, before women even had the right to vote. Inspired by the Republican Platform of 1872, which said: "The Republican Party is mindful of its obligation to the loyal women of America for their noble devotion to the cause of freedom..." Republican women's clubs were off and running.

Hundreds of independent Republican women's clubs grew up around the nation in the years that followed. It was in 1938 that Miss Marion Martin, Assistant Chairman of the Republican National Committee, called a meeting at the Palmer House in Chicago to organize these clubs into a national organization. Rules were adopted to govern the establishment of the National Federation of Republican Women.

In its earliest days, under the leadership of the first president, Joyce Arneil, the federation became an active lobbying group. In 1940, NFRW enlisted the support of its members to urge their representatives in Washington to hold free and open hearings and a full investigation of the Wagner Labor Relations Act. They wrote their representatives during the National Debt Week to impress them with the fact that constituents were concerned about the national debt. And in June 1940, NFRW members lobbied to keep Congress in session until the immediate crisis on the "foreign situation" was passed.

It was with a deep sense of personal conviction and faith in the leadership abilities of women that the NFRW was born.

Even today, after 75 years, the original goals of the NFRW remain---

- To foster and encourage loyalty to the Republican Party and its ideals
- To promote education along political lines
- To encourage women's participation in the governing of our nation
- To elect Republicans to office at all levels
- To promote awareness of the issues which will shape America

The National Federation of Republican Women has no legal ties to the Republican National Committee and it is financially independent from it. The President of the NFRW used to sit as an ex-officio member of the RNC, but the McCain-Feingold Campaign Finance Law changed that. The NFRW is a 527 corporation and there can therefore be no connection between it and the RNC.

However, the NFRW and the RNC are both committed to the philosophy and ideals of the Republican Party and the election of Republican candidates. The NFRW and the NCFRW encourage their members to be involved with the Republican Party on the county, district and national levels. Our women have been the volunteer force of the GOP for years and we are committed to the continued growth of the party and to the

election of Republican candidates. Many Federation members have held and do hold leadership positions in the Republican Party.

The North Carolina Federation of Republican Women

The NCFRW was officially chartered in 1953 as a state federation member of the National Federation of Republican Women. The NCFRW celebrated its 60th anniversary in 2013.

Fourteen unit clubs were represented at the first convention held in Hickory, NC on April 11, 1953. Those clubs were **Alexander County, Buncombe County, Burke County, Caldwell County, Catawba County, Charlotte-Mecklenburg, Forsyth County, Henderson County, Jackson County, Madison County, Polk County, Sampson County, Transylvania County and Wake County.**

Today, the NCFRW has 64 chartered clubs and over 2,500 members.

The North Carolina Federation of Republican Women holds a respected position within our National organization. Our State President serves on the NFRW Board of Directors. Joyce Glass, Past President of the NCFRW was the first NCFRW member to hold an elected position in the NFRW; she served as Secretary, Treasurer and 2nd Vice President. Theresa Esposito served as Member at Large, Martha Jenkins served as 4th Vice President and Member at Large, Nancy Mazza, Linda Petrou and Valerie White have served as Committee chairs or Co-Chairs for NFRW and several members serve on NFRW committees.

Unit clubs that are chartered through the North Carolina Federation of Republican Women are automatically members of the National Federation of Republican Women through the annual dues paid by their membership.

Roles of the Regional Vice President and Area Representatives

Regional Vice President

The regional Vice President is an elected position within the NCFRW. Each Vice President is a duly elected voting member of the NCFRW Executive Committee and the Board of Directors. They represent the elite of the State Federation and should possess the highest professional credentials.

There are five regional Vice Presidents in the NCFRW, representing the Coastal, Capital, Central, Foothills and Mountain regions. The Vice Presidents are to provide assistance to existing unit clubs in their region. They are a resource for information and leadership guidance to the unit club presidents. The regional Vice Presidents stay in communication with the unit clubs and regularly submit reports from their regions to the Board of Directors. The Vice Presidents' responsibilities include nurturing and guiding existing clubs. Regional Vice Presidents are also responsible for the formation and development of new unit clubs in their regions.

Regional Vice Presidents provide conflict resolution and problem solving to unit clubs. They are not in a position to mandate unit club policy, preside at unit club meetings, or otherwise take charge of a unit club. Each unit club's members make the decisions that govern their clubs.

Area Representatives

Area Representatives are appointed by the NCFRW President, upon recommendation by the Regional Vice Presidents and approval of the NCFRW Executive Committee. Their position is crucial to the operation of the NCFRW as they are a vital link between the unit club and the regional Vice Presidents.

Their responsibilities are to maintain good communication with their unit club presidents, including visiting their unit clubs, advising clubs of Federation events and activities, and providing guidance and assistance to unit club presidents.

Unit Clubs; Requirements for Federation Membership

Starting New Clubs

Unit clubs can be chartered through the North Carolina Federation of Republican Women when the following requirements are met:

- at least 10 members form a unit
- the unit sets dues and collects from at least 10 members
- the members adopt club bylaws (we have template bylaws to make this easy)
- the unit club chooses a name
- officers are elected
- \$15 per member plus a \$15 club service charge are forwarded to the NCFRW

The NCFRW is always looking to expand by forming new clubs. If you want to be involved in chartering a new club, please contact the NCFRW President.

At any biennial convention, both the NFRW and NCFRW membership can vote to change the membership dues. At this time, \$20 per member is forwarded to the NFRW and \$5 is retained by NCFRW.

Requirements to Maintain NCFRW membership

Unit club membership in NCFRW is maintained when membership dues and the service charge are submitted annually. Clubs are also required to maintain at least 10 members, and to meet at least 5 times a year. Unit clubs can be removed from membership with a 2/3 vote of the NCFRW Executive Committee if the above requirements are not met, or if a unit club affiliates with any partisan political organization not officially recognized as a

part of the NFRW, the NCFRW or the Republican National Committee. (This applies to unit clubs as entities, not to individual members.)

Upon dissolution of a unit club, the clubs assets shall revert to the chartering organization (the NCFRW). None of the club assets shall be distributed to any club member or officer. The right to the use of the name of the dissolved club shall revert to the NCFRW.

Reinstatement of Unit Club Membership

A club can be reinstated to membership in NCFRW according to the bylaws if the reasons for removal are no longer present, upon a favorable vote of 2/3 of the Executive Committee

ORGANIZATION OF THE NATIONAL FEDERATION OF REPUBLICAN WOMEN

NATIONAL FEDERATION OF REPUBLICAN WOMEN

(100,000+ Members)

President, 4 Vice Presidents,

Secretary and Treasurer

(Elected by Biennial Convention)

STATE FEDERATIONS

NORTH CAROLINA FEDERATION OF REPUBLICAN WOMEN

(2500+ Members)

President, 5 Regional Vice Presidents,

Secretary, Treasurer, Assistant Secretary, Assistant Treasurer

(Elected by NCFRW Biennial Convention)

LOCAL REPUBLICAN WOMEN'S CLUBS

Club officers, Club Members

SECTION 2 - THE ROLE OF THE UNIT CLUB

Overview

This section of the Club President's manual will show the reason for the unit club's existence and guidelines under which it functions.

There is a brief explanation of organization and structure. Each unit club is an entity and develops its own unique image and character. The state and national federations provide tools and certain directives to help the unit club attain its goals. However it is the ultimate responsibility of the leadership of the unit club to mold these ideas into a progressive and pro-active organization.

Each club develops its own individual bylaws and standing rules which correlate with those established by the NCFRW and the NFRW. Bylaws and standing rules provide the parameters upon which the unit club generally functions. The establishment and adherence to these general parameters bind our federation together as a viable organization.

Unit Club Organization

All of the unit clubs federated with the NCFRW functions within the guidelines and bylaws established by the NFRW and the NCFRW.

The mission of the unit club is to build the Republican Party through increased membership and to win Republican victories by providing the leadership and work force at the grassroots level.

Unit clubs promote awareness of and participation in the political process. They encourage women to enter leadership roles in government, the Republican Party, the Federation and in the community. Through their Legislative and CAP Programs, unit clubs monitor legislation and lobby lawmakers on important national, state and local issues.

The Federation is a participatory organization. The unit club is made up of its members—the members are the club! As such, all members need to take an active role in the functioning and activities of the unit club. There are major and minor roles available and each is equally important and absolutely necessary for success.

The unit club is financially responsible to guarantee and support its own programs, goals and obligations. However, clubs do cooperate on a completely volunteer basis with activities sponsored by the official Republican Party. No candidate or Party organization has a legal or valid right to demand financial aid from a club. They may ask, but the decision to accommodate the request rests solely with the club.

Each unit club is an entity within the Federation. The elected officers of the unit club are responsible for the decisions, operation and success or demise of their organization.

The officers are guided and directed by the club and state bylaws, the most current edition of Robert's Rules of Order, Newly Revised, and club standing rules.

What Makes a Strong, Effective Organization?

1. A worthwhile purpose with a continuing challenge to the membership.
2. Good and sufficient bylaws observed and amended as needed.
3. Well trained and forceful leadership, changed from time to time, in offices and committees.
4. Procedures in place to recognize and train new leaders.
5. A sense of direction and individual responsibility among ALL members.
6. An alert and articulate membership.
7. Stimulating programs and projects.
8. Good financial practices regardless of the size of the organization.
9. A good system of communications within the organization to make sure that all members stay informed.
10. Meetings are regularly scheduled and held.
11. Constant review of purposes, procedures and methods.
12. Good public relations in the community.
13. Willingness to venture and try new ideas and methods.
14. Knowledge and use of parliamentary procedure by officers and members alike.

Unit Club Structure

Each unit club consists of its Members and Executive Board

The club is formed and functions according to its own bylaws, which are fashioned after the NCFRW bylaws. Unit club standing rules ensure that consistency is maintained in the operations and decisions of the club.

Membership in the unit club shall be open to any woman who is a registered Republican, who lives in the geographical area stipulated by the club's bylaws, and who accepts and advocates the objectives and policies of the unit club and Federation as stipulated in their bylaws.

Some unit clubs provide for **Associate Membership**. Associate members are Republican women or men may be eligible for associate membership in a club upon payment of the required annual dues. Such members may attend meetings, but cannot make motions, have a voice or a vote, hold office, or be counted for the purpose of having a quorum or determining the number of delegates to state or national meetings or conventions.

As associate members, these individuals **do not** become members of the NCFRW or the NFRW. In fact, no dues are to be turned into NCFRW for these members. Associate memberships are a good way for clubs to improve the balance in their treasury.

Republican Women may be a full member of one Federated club, and an associate member of another club; BUT they may not be a full member of more than one club.

The Executive Board is made up of the following members:

- Elected officers
- Immediate past president
- Chairmen of the standing committees

The Executive Board is the leadership of the unit club and

- Meets according to the unit club bylaws (monthly meetings are recommended).
- Serves as the governing body of the club between meetings, providing leadership and direction and acts on the specific programs and activities
- Makes recommendations to the general membership

A well-run club has an effective Executive Board that does the bulk of the club's "work", with the approval of the entire membership. The Executive Board works out the details of the club's objectives and programs; club meetings should not bog down in details; this is what the Executive Committee and other Committees should do.

Unit Club Professionalism

The items listed below are considered desirable and/or necessary to attain the level of professionalism which the NCFRW requests of its unit clubs.

- Professional literature/logo/newsletter
- Positive public relations program
- Professional club personality – integrity, direction
- Professional conduct of meetings
- Adherence to a written agenda at meetings
- Well structured meetings (see Meeting Guidelines in Section 6)
- Conduct meetings using parliamentary procedures, in the making and processing of motions
- Interaction with the community and cooperation with the Federation
- Professional Image—the Club represents the Republican Party in your community.

Bylaws and Standing Rules

Bylaws

Each unit club has the right to establish the laws which will govern it, provided that they fall within the objectives and parameters provided in the bylaws of the NCFRW and the NFRW.

- Bylaws should define the **primary characteristics** of the unit club, be practical and provide for the effective functioning of the club
- Bylaws should contain all the rules of importance that cannot be changed without previous notice. They must provide for their amendment and establish a quorum.
- With the exception of those rules relating to business procedures, bylaws cannot be suspended unless they expressly provide for suspension.
- Before writing new bylaws, or amending present ones, those responsible should know the contents of the NCFRW and NFRW bylaws.
- Bylaws should be periodically reviewed and revised.
- Bylaws should be submitted to the Executive Board for review and approval.
- Bylaws changes must be submitted to the general membership 30 days prior to review and approval vote at the unit club regular meeting, or a specially called meeting which meets the requirements of specially called meetings set forth in the club's bylaws.
- Revised bylaws should be sent to the NCFRW Bylaws Chairman for approval.
- Sample club bylaws are posted at www.ncfrw.com. Clubs can have additional or different provisions in their bylaws as long as they do not conflict with the NCFRW or NFRW bylaws.

Standing Rules

Standing rules are in addition to bylaws. They provide specific guidelines for the **detailed functioning** of the club, in contrast to bylaws which provide general guidelines.

- Standing rules are adopted by a majority vote of the Executive Board.
- Standing rules are amended by a two-thirds vote without previous notice, or a majority vote with such notice.
- They remain in effect until rescinded or amended, but do not bind future sessions if a majority desires to suspend a standing rule temporarily for the duration of a particular session. Standing rules are rescinded only with a two-thirds vote.
- Standing rules generally are not adopted at the time a unit is organized, but individually, if and when the need arises.

SECTION 3: THE UNIT CLUB PRESIDENT

Overview

The Unit Club President's Section describes her duties as—

- Leader/Visionary
- Presiding Officer
- General Duties
- Administration

The President's role includes and/or overlaps the following sections:

- Unit Club Executive Board
- Suggested Action Programs
- Suggested Timetable of Activities
- Leadership Development
- Mini/Quick Start Plan

The President's duties and responsibilities are included in these additional sections in order to create clearer functional definitions and specific references for ease of use.

The Role of the Unit Club President

A club grows and flourishes in direct proportion to its leaders. A fair-minded, well focused and organized president and a committed and strong executive board working together can reach the heights of political effectiveness. This is the team which leads, guides, cajoles, pushes and pulls the club to new heights of accomplishments. Never lose sight of the fact that it is a **team effort—not a one-woman operation**. The president is the captain and catalyst, but she cannot score alone.

To be chosen to serve the Federation in a leadership capacity is a great honor, an honor that carries with it certain responsibilities and obligations. For the president, these cover four general areas:

- Club administration
- Presiding over club meetings
- Implementation of Federation policies
- Recognition of the club's relation to the community, to the state and national federations, and the relationship of the Federation to the Republican Party

Along with the club officers and standing committee chairs, the unit club president works to see that

- All Committees function
- The club remains fully organized
- The membership increases
- Informative programs are offered

The president should make the club a part of the community by entering into a non-partisan community project(s) each year.

The leadership of a club is judged in the community by its actions and accomplishments. Set the “tone” for positive action making your Republican unit club the most popular organization in your community – **a group of doers, with a positive program, and made up of women who care.**

Plan functions that include people you’ve never seen at Republican meetings. Get unit club members into precinct work as much as possible. And, stay away from labels. Go out of your way to refer to everyone as Republican – there is no need to qualify them. Reflect the image of the Republican Party in your community.

A president does not impose her thinking on the board or on the club, nor does she commit the club to any action without its consent. The **members** decide on general activities of the club, **the executive board** makes the decisions necessary to govern the club and develop and implement the programs and activities of the club.

Be alert that your club is not used to promote the self-interest of any individual(s), or any other organization.

It is most important that you, as president, operate within the unit club, state and national bylaws and policies. Periodically review and update your club bylaws. Terms of office at all levels should be limited. Encourage and develop leadership by appointing assistant committee chairs whenever possible.

Above all, be aware that the **club members are your greatest asset and resource.** Get to know them and communicate with them personally and through your unit club newsletter. Let your members know you are interested in their ideas and suggestions, and most importantly, get them involved.

Give credit where credit is due. Praise members who do a good job and thank all who have helped you. As a volunteer organization, we rely heavily on motivating our members and on the camaraderie which comes from recognition and team work.

Keeping your members involved and motivated is a key to retaining them as members.

The unit club is only as strong as its president and executive board. Remember, “the speed of the leader determines the rate of the pack”. Knowing your

responsibilities and learning how to fulfill them to the best of your ability will give confidence and real meaning to your leadership. Competent leadership assures the effectiveness and success of the unit club's activities.

The President's Duties & Responsibilities

As Leader/Visionary

- The first step towards success as a leader is to identify your own leadership strengths and use them.
- Establish goals/a vision for the future of the club which is clear, challenging and achievable.
- Well focused, self-confident leadership turns a vision into reality.
- Share a vision with members; energize them to want to be a part of the vision – **a part of the TEAM.**
- Build successful teams – **Team players are the leaders of tomorrow.**
- Help members achieve what they are capable of – encourage, compliment, coach and mentor.
- Be enthusiastic. It's infectious. It makes people respond.
- Be knowledgeable of every facet of your unit club, its members as well as the state and national Federations. Knowledge leads to action and action to accomplishments and successes.
- Be professional and maintain a good reputation to be emulated.
- Choose accomplished, smart women of integrity to emulate yourself.
- Learn, stretch yourself and grow.
- Consistently high performance comes from a balance between work and leisure.
- **Leaders never lose their focus. They keep their eyes on the big pictures.**

As Presiding Officer

- Call and preside at all meetings of the club and executive board.
- Govern all club meetings using parliamentary procedures which give you confidence and authority. (See Guide for Conducting Meetings Brochure in the Appendix).
- President approves all announcements and distribution of petitions or literature prior to all unit club meetings.
- Preserve order and make parliamentary decisions (the Parliamentarian advise on rulings and gives guidance, but does not rule).
- Vote only to break a tie in a roll call vote.
- Do not debate an issue from the chair, but you may provide a clarifying explanation of the issue.
- Remain impartial at all times.
- Be familiar with unit club, state and national bylaws.

General Duties

- Appoint all committee chairs and review their plans and budgets.
- Act as ex-officio member of all committees, except nominating committee.
- Represent the club at all meetings and functions. Designate a member of the executive board as your representative in your absence.
- Implement state and national Federation policies.
- Monitor NCFRW and NFRW requirements for achievement awards and contests.
- Attend county GOP, NCFRW and NFRW meetings and conventions and strongly encourage member attendance.
- Share all information from NCFRW and NFRW with members.
- Promote and participate in Federation programs.
- Develop at least one non-partisan community project each year.
- Be involved in community activities.
- Promote public relations opportunities.
- Work through executive board for approval of ALL activities and expenses.
- In the absence of the Treasurer, sign checks according to the unit bylaws and/or standing rules.
- Sign all contracts and agreements.
- Recruit club members.
- Monitor development of club newsletter.
- Ensure professional club image.

Administration – File Organization

All files, records, manuals, handbooks, equipment and supplies are the property of the unit club and not the officers or committee chairs. These should be turned over to the new administration immediately upon them taking office.

To arrange your files for easy access and portability, consider dividing material into three large binders with a separate section for each category.

Binder One – Section for:

- Each unit club officer
- Each standing committee chair
- Each special committee chair
- Achievement award criteria

Binder Two – Section for:

- Current month To Do list
- Current month items for monthly/executive board meetings & newsletter

- Monthly meetings
- Executive board meetings
- County executive board meetings
- General correspondence
- Directories/rosters – Unit Club, NCFRW, NFRW, County GOP
-

Binder Three – Section for:

- Regional vice president/area representative correspondence
- NCFRW correspondence & materials
- NFRW correspondence & materials
- Community projects
- Special projects
- Unit club newsletter
- Miscellaneous

Of course, anything that works for you is great, you can use a filing cabinet or one large binder with dividers or a large plastic box and file folders.

SECTION 4: UNIT CLUB EXECUTIVE BOARD

Overview

The Unit Club Executive Board is defined uniquely in each unit club's bylaws. Therefore, we provide an overall general view of what an Executive Board constitutes.

The roles of unit club officers, once again, are defined in each unit club's bylaws. However, for purposes of this handbook, we use the general duties as provided for in the NCFRW sample bylaws.

The standing committees should be standard within each club and their roles are briefly described.

Special committees are created as needed and their chairmen are appointed by the President and serve at her leisure for the length of her term.

The process the President uses to appoint all committee chairs is covered in this section.

The special requirements of the Nominating Committee are addressed in this section. The Executive Board has no jurisdiction upon this committee. It is simply combined in this section with all other committee listings for location purposes only.

Mid-term changes in the Executive Board occur in unit clubs. Suggested procedures for reorganization when an office resigns are listed. **Be sure to refer to your unit club bylaws for guidance in filling vacancies.**

The Executive Board Structure

As previously stated, the members of the Executive Board are as follows:

- Unit club elected officers
- Immediate past president
- Standing committee chairs

The executive board serves as the governing body of the club. It makes the decisions necessary to carry on the club's programs, activities and business details. They are the leadership team of the unit club and, therefore, should possess the highest credentials—leadership skills, organizational talents, a high degree of professionalism, integrity and tolerance, a sense of moderation, diplomacy and fairness.

Teamwork and unity are indispensable to the successful functioning of the executive board and the unit club.

Duties of the executive board are defined

- in the club bylaws
- in job descriptions
- by the unit club president

Executive Board duties/job descriptions are based on

- the size of the unit club
- the depth of activity level of the committee or club
- the character of the club

Careful selection and direction by the president will ensure that the chairpersons accept the responsibility of their positions and function within the unit and state bylaws and standing rules. They should fulfill their duties to the best of their ability and have a sense of devotion to the best interest of the unit club, the NCFRW and the Republican Party.

The Executive Board is the Engine that makes the Unit Club Go and Grow!

Role of Unit Club Officers

Individual officer's duties are defined in the unit club bylaws. Each officer is charged with supporting the unit club president and any programs or projects the Executive Board agrees to present to the membership. Majority always rules!

By virtue of being a member of the unit club executive board, each elected officer has the opportunity to express her views. When a club utilizes parliamentary procedures, its club bylaws and Robert's Rules of Order effectively, **opportunities for dispute are always lessened**. The unit club is not "owned" by a single individual. The elected officers are obligated to provide genuine leadership with the **best interest of the whole always in mind**.

Standing and Special Committee Roles

Each club is strengthened by committees that relate successfully and support each other.

The new president selects all standing and special committee chairs immediately after elections. She submits the names for the standing committee chairs to the other elected officers for approval. Standing committee chairs, as stipulated in the unit club bylaws, serve on the unit club executive board which constitutes the club leadership.

Special committees serve at the leisure of the president and, unless otherwise stipulated in the unit club bylaws, do not require approval.

Do as much organizational work as possible before the actual term of office begins. However, it is very important to establish a positive working relationship with the sitting president in order to have a smooth transition. **Remember, the president-elect does not function in any official capacity until after installation.**

Role of the Standing Committees

- **BYLAWS:** Interprets/reviews and revises

This committee is responsible for understanding and interpreting the bylaws and standing rules. The bylaws should be reviewed on an annual basis. Any amendments or changes must be addressed according to the parameters established in the unit club and state bylaws. A current copy of the unit club bylaws should be on file with the NCFRW Bylaws Chairman.

- **CAMPAIGN:** Serves as club liaison and coordinator to GOP candidates, provides the club with ideas and direction as to campaign activities.

The scope of campaign activities in each club depends upon the existing local, state or national organization that conducts political campaigns within the community. The ultimate goal of the committee is to establish a working force which can assist all campaigns to elect Republican candidates. This could include:

1. Campaign research on issues, candidate opposition, etc.
2. Recruitment of candidates
3. Polling
4. Hosting events for candidates
5. Volunteers for all activities
6. Collect and compile Volunteer Hours Report
7. Work with County Republican Party to assure precinct organization
8. Voter registration drives
9. Gathering the Volunteer hours for the club members to send in to NCFRW

- **FUND RAISING:** Raises money for unit club operating fund and discretionary contributions to GOP candidates, Party or the Federation.

Yearly dues of the unit club are usually insufficient to meet normal operating expenses. Funds are needed to support successful special projects and campaign activities. After the executive board establishes financial requirements and the budget, the fundraising committee can arrange events such as:

1. Sales, sales and more sales – County Fairs, White Elephant Sales, Auctions, Thrift Sales, etc.
2. Parties – wine & cheese, house and garden tours, receptions, celebrity luncheons, etc.
3. Other projects – donation programs, raffles, etc.

- **LEGISLATIVE & RESEARCH:** Educates club and monitors legislative issues, lobbies legislature.

The function of this committee is to monitor and study legislative issues on local, state and national levels, to disseminate information on those issues and to provide opportunities to educate members about upcoming legislation.

This could be accomplished by:

1. Training – training sessions for legislative committees may be set up by NCFRW at workshops, meetings or conventions
 2. Research – collection of resource material from NCFRW or NFRW, from legislative representatives at local, state or national office.
 3. Communication/lobbying – development of a communication system that operates efficiently to mobilize members.
- **MEMBERSHIP:** Recruits new members, welcomes, orients and retains them

The membership chair and her committee are the vital link bringing together the Republican women and the unit club to the mutual advantage of both and to the ultimate benefit of the Republican Party. This committee initiates the plans for increasing membership and maintaining accurate, up-to-date records of the membership roll. A plan for implementing these goals could include:

1. Develop a prospect check list for membership
 2. Develop techniques used to increase membership, such as: telephone campaign, membership mailing, a “TRI-I PROJECT” –invite, inform and involve
 3. Involve all committees in the unit club to attract new members and to retain existing members. Or each member invites someone into the club - this is called the One-on-One and can double your membership.
- **PROGRAMS:** Develop monthly programs, meeting arrangements

Club programs project the image of the organization: to educate and encourage political activity by women, motivate women to run for public and Party office, build Party leadership, expand membership and cooperate with the Republican Party committees in electing Republican candidates.

To accomplish these goals, you need effective, detailed plans and constant management. The committee should structure an annual calendar of activities to provide continuity in programming. Each program becomes a stepping stone in the club’s education of members, and each one should build enthusiasm for winning elections.

Consideration should be given to Junior Membership (for a nominal fee) for those not yet 18 and ineligible to vote.

The NFRW **Achievement Awards** are created to provide goals and direction for achieving a pro-active, energetic club and should be used to plan a club's programs.

Once the framework for the year's programs has been determined, it should be presented to the club's executive board for approval as success depends upon their enthusiasm and interest.

- **PUBLIC RELATIONS:** Highlight club activities to the media and develop a positive/professional club image.

The Public Relations Chairman and the President are the prime image builders and the official communication contacts for the unit club. The PR Chairperson is the liaison between the club and the news media. She is charged with the responsibility of establishing a positive rapport with the local newspaper, TV, radio and/or other local, state and national publications.

Good media rapport can be used to keep the public informed, recruit new members, communicate with community leaders and develop an attitude of acceptance and respect for the Federation, the Republican Party and its policies.

Some communication tools used to promote the unit club are: club newsletters, membership brochures, stationery, "press packets" to local media and public service announcements.

Role of Special Committees (non voting members of Executive Board)

Special Committee Chairs serve at the pleasure of the President.

- **Parliamentarian:** is familiar with parliamentary procedures and guides the President at meetings
- **Chaplain:** offers prayer at club meetings
- **Audit:** performs an annual review of the Treasurer's financial records
- **Awards:** monitors NFRW Achievement Award criteria and state federation contests
- **Caring for America:** presents for approval and implements the clubs civic program
- **Newsletter:** writes and/or edits club newsletter and gets it distributed
- **Historian:** assembles the club scrapbook, soliciting contributions by the members
- **Hospitality:** serves as a greeter at monthly meetings
- **Telephone:** implements club's phone tree to contact members whenever news needs to be gotten out quickly, including calling members for meal reservations for meetings
- **Volunteer:** recruits workers for GOP activities and candidates
- **Other committees:** as necessary, as appointed by the President

Achievement Awards

The NFRW Achievement Award program is of considerable value to each unit club. The Achievement Award program is a great planning and development tool for the unit club; it has built-in recognition with the award incentive. The NFRW has instituted this incentive program for unit club development along preferred national guidelines.

This program is aimed at all clubs and designed to provide a basis for program planning and specific direction and ideas for the growth and development of unit clubs. The various suggested criteria of this program require the participation of a cross-section of unit club committees and members. A unit club President should use this program as her “right hand” during the beginning planning stage for the club’s yearly activities and Master Plan Development.

The Achievement Awards are distributed by NFRW every two years (during even-numbered years). The Achievement Awards are available on the NFRW website <http://www.nfrw.org/membersonly/resources/awards.htm> (www.nfrw.org) If, as a new president, the most current Achievement Award guidelines are not out yet, the prior two years award worksheet can be used as a basis for your planning. The Achievement Awards guidelines change some each time, but not drastically.

It is suggested that the unit club executive board determine the extent of their participation in the Achievement Award program. This degree of participation is then included in the unit club Master Plan with appropriate committee assignments. It is the responsibility of the Achievement Award Chair to monitor this program with the involved committee chairs. Periodic reports of their progress should be made to the executive board.

This is definitely a **Win/Win program** for the unit club as well as the state and national organization. There is a similar Achievement Award for state federations as well and the NCFRW President uses that worksheet to help her set goals for the Federation.

Caring for America Award

Each club is encouraged to have a community service project each year. These projects should show that Republican women care about their communities and about America. NFRW also has the Caring for America award. This award format is determined by NFRW and is mailed to club presidents every two years. The award worksheet will ask the club to describe its project and send in as much information as possible to describe their project.

Examples of Caring for America projects are blood drives, food drives, letter writing campaigns, walks for cancer research, March of Dimes, etc. Some clubs donate money directly to charitable institutions as their project, but action is usually better than dollars alone!

Standing Committee Chair Selection Process

Selection Process

- Study the total membership and bring as many as possible on the team. Every person has some talent. It is up to the leadership to find that talent and use it.
- The person appointed should be competent and capable for that position
- Review selection with officers
- There should be no conflict of interest in the appointments.

Orient/Develop/Train Committee Chairs

- Orient – Distribute to each
 - Welcome and thank you letter (see sample letter in appendix)
 - Job descriptions
 - Club bylaws and standing rules
 - Parliamentary procedures information
 - Annual Work Plan/Budget Form (see appendix)
 - Updated membership roster and/or club handbook
- Encourage attendance to NCFRW and NFRW meetings and workshops and Republican meetings and conventions
- It is important to delegate authority to the committee chairmen
- Keep in touch with the chairs to ensure follow through of their programs
- At the very beginning of the year, the President and board members should determine the goals for the year, and how every officer and committee chair fits into the overall plan to achieve these goals.
- Encourage appointment of assistant committee chairs to develop future leadership

NOMINATING COMMITTEE

Overview

Neither the unit club president nor the executive board should ever have any control or influence in the nominating process of the new slate.

Once the nominating committee is formed, it functions independently in selecting a slate of officers for the coming term. Its concern is to do the best job possible and act in the best interest of the club.

Nominating Committee Selection

- Refer to your unit club bylaws for particulars affecting this committee
- This is the only committee that the president does not sit on in an ex-officio position. The President should remain removed from the entire selection process.
- Prior to holding unit club elections, **a nominating committee is elected by the general membership according to the unit club bylaws.** At least 3 people should serve on this committee.
- The responsibility of the Nominating Committee is to remain unbiased in selecting the most qualified candidates for office, who will become the leaders of the club for the next term.
- The Nominating Committee operates independently of the President and the executive board as a whole. However, any officer or standing committee chair may serve on the committee if elected.

Nominating Committee Guidelines for Action

- The Committee should elect its own chair.
- It should be familiar with the club bylaws and duties for each officer.
- If possible, copies of all biographical data on candidates should be available to all members of the Nominating Committee.
- At their initial meeting, the committee should establish the methods to be used for the determination of each candidate for each office.
- The method of voting should be decided at the beginning of this meeting – voice or ballot.
- Any nominee for office must grant permission for her name to be submitted for nomination.
- The Committee must weigh carefully all factors of a candidate's exposure to Federation work, characteristics of leadership, knowledge of Federation procedures, traits such as integrity, tact, diplomacy, fairness and honesty and ability to work well with others.
- The Committee members should make positive statements and observations about potential candidates.
- A member of the Nominating Committee is not barred from becoming a nominee. Should this occur, she may be asked to leave the room while her possible candidacy is being discussed.
- The Nominating Committee selects one person for each office, creating a "slate" of nominees.
- To become a nominee, a candidate must receive a majority of votes cast by members of the Nominating Committee.

Nominating Process – Slate

- The chair of the Nominating Committee presents a **Nominating Committee report** to the general membership prior to the actual nominations.
- Depending on the unit club bylaws, the Nominating Committee chair actually “nominates” the slate at the following meeting where the election process takes place.

Election Process – Slate

- The President should appoint “Tellers” to count ballots in case there is a need for a secret vote.
- After the Nominating Committee chair has nominated the slate, the President, as presiding officer, opens the floor for nominations.
- Should there be more than one person nominated for an office, the votes should be by secret ballot. The President votes in a secret ballot.
- A President should present each office separately for any other nominations and then conduct the vote on each office. The slate cannot be elected by acclamation.

Mid-Term Re-Organization

How to Handle an Officer Resignation

Suggested action/procedure:

- The President and/or several board members (if the President has resigned) call an advisory/planning meeting As Soon As Possible – request an Area Representative or Regional Vice President to attend for guidance only, if necessary.
- It is important to do everything according to the unit club’s bylaws, so check them thoroughly for the appropriate procedure to follow when there is a vacancy.
- For club continuity, vacancies should be filled promptly and decisively.
- Those calling the meeting will develop a limited agenda.
- Use parliamentary procedure appropriately for the meeting.
- The club members are quickly informed of the result of the filling of the vacancy to assure members effective leadership remains
- Conduct the next meeting with a good program and agenda, keep enthusiasm, make future plans and involve members and ask for their suggestions and help.
- Maximize highs – minimize lows!
- PLAN, IMPLEMENT AND MOVE AHEAD!

SECTION 5: LEADERSHIP DEVELOPMENT

Overview

This section provides information designed to enhance your leadership capabilities. Leadership and professional skills are the unit club President's strongest attributes to help her plan and develop the unit club. Good leadership provides the driving force to motivate the club members to get involved – to volunteer.

The chapters on Maximizing Leadership Potential and Developing Club Members provide resources for the development of the unit club President. They are invaluable in managing and motivating the unit club members.

Tools and Background information are listed as basic building blocks for your leadership development.

There are many different facets to Conducting a Successful Meeting. Presented in this chapter are the basic **tangibles** involved – the mechanics. However, the preceding chapters on leadership provide the **intangibles** – the personal leadership style, presentation skills, enthusiasm and professionalism. These skills create the delivery mode and motivate the audience or members.

Problem Solving and Conflict Management skills are required to maintain equilibrium conducive to the smooth operation of your club. Human behavior problems are present and inevitable when dealing with a diverse group of individuals. We offer avenues of assistance in this area to help you minimize the negatives, maximize the positives and achieve resolution.

IDENTIFYING LEADERSHIP POTENTIAL

Leadership

Leadership is an intangible quality. It is a rare combination of qualities which together produce results that were thought impossible.

A leader must believe in herself and what she is doing to an uncommon degree and have confidence that she will succeed. The attributes of persistence, drive, courage imagination and all the rest buoy her own spirits as much as those of others. The synthesis is contagious. This is why leaders can lead. They stimulate and inspire others.

A leader has strength of character, integrity, individuality – coupled with concern for others, commitment to excellence, ability in policy planning and decision making, and ability to motivate others to develop their own potential. Her motives must be pure and her actions beyond reproach. When she makes a mistake, she must admit it, “fix it” and move on. Leadership does not grow where there is pettiness and deviousness, but instead where there is openness and a willingness to listen and include everyone.

A leader not only inspires loyalty, but she gives loyalty. Never hesitate to give workers/members a pat on the back. Lend support and encouragement to their ideas and activities. It's the TEAM that wins!

Club Presidents who try to lead based on their own personal agenda will fail. They must put the goals of the Club, the Federation, and the Republican Party ahead of any thoughts of personal gain. There is no limit to what can be accomplished when it's not important who gets the credit!!

Think of George W. Bush. He was continually criticized and questioned in the press about everything. Yet he was willing to see the big picture, do the right things for the right reasons, and things were being accomplished. He didn't care who was getting the credit, as long as the interests of the United States and Democracy were advanced. On a smaller scale, this is the way we as Federation leaders need to think. By accomplishing the goals of the Club, the Federation and the GOP you will look good as long as you don't try to garner all the credit!!

Characteristics of a Leader

- She desires to lead – motivate – develop people
- She is a visionary & team builder
- She has a noble attitude – understanding, trusting, and encouraging.
- She is adaptable
- She is courageous, not afraid to think big and take risks
- She has a sense of humor
- She has great enthusiasm
- She is dependable
- She has self-confidence in her own abilities
- She is accountable – she knows her responsibilities and fulfills them
- She is sensitive and has patience
- She is unbiased and honest
- She is dedicated to loyalty and Republican values
- She constantly wants to learn more to be more effective
- She is an active listener and an effective communicator
- She delegates authority
- In addition to her strengths, she also knows her weaknesses
- She is knowledgeable about the Club and Federation and its operational guidelines
- She recognizes and rewards contributions by members to the organization
- She recognizes problems and acts promptly and appropriately

There is *no magical formula* for developing leadership abilities. All leaders are diamonds in the rough before they learn to recognize their strengths and weaknesses, their own uniqueness.

You need to remember that there are no specific traits that will guarantee successful leadership. Instead, develop your own style marked by your own mannerisms and personal commitment. When you know yourself and understand what motivates you, you will be more aware of the tools you possess. As you gain self-knowledge, you will see yourself differently and be able to recognize what motivates others to build a stronger organization.

There is no one correct way to lead. All leaders do not initially have all the outstanding leadership qualities listed earlier. People develop their own styles through training, reading and experience. The best way to become a good leader is to watch others; emulate actions and characteristics that make a good leader and learn from the mistakes of others. A good leader will also, almost without thinking, share her knowledge with others. If you mess up, don't beat yourself up, dust yourself off and go on.

You as a Federation Leader

The first step toward success is identifying your own leadership strengths. Be aware that you may already possess these leadership skills or may need to develop them. An assessment of your abilities can be determined by utilizing the following methods:

1. Gain recognition and respect for your work.
 - Understand the premise that **respect is earned, not owed**
 - Internalize the concept that you must respect yourself before others can or will
 - Personally recognize your own achievements
 - Continually assess feedback for your achievements
2. Be aware of the seven keys to feminine success in politics
 - Concern for other people
 - Integrity
 - Self-awareness
 - Desire for responsibility or high ambition
 - Preparation
 - Perseverance
 - A sense of proportion
3. **Learn to set goals. Goal setting is a written commitment** that is
 - Relevant and specific
 - Clear
 - Measurable
 - Has a time frame
 - Recognizes the cost and benefit
4. **Achieve goals. Remain focused.** Remember it is easy to self-sabotage yourself by your own internal voice justifying taking the easy way out or procrastinating.

5. Effective communication
 - Focus energy in the present; turn off the voice in your head that says “can’t”
 - Be an active listener – make sense of what you hear. Focus on the speaker so your response fits what is being said.
 - An effective communicator sells a program, and inspires actions. A listener accepts an idea for one of four reasons:
 - She perceives you as having high credibility
 - She is won over by your evidence
 - She is convince by your reasoning, or
 - Her emotions are touched by your ideas or language
 - Non-verbal communication

When communicating, people respond to a leader based on:

- Visual (58% body language and appearance)
- Vocal (38% tone of voice)
- Content (7% actual words)

So, people do not pay as close attention to what you say as much as how you say it and how you look when you say it, and how you make them feel when you say it! (So SMILE)

- Verbal Communication

Presentation skills are important in being able to get your idea across

- Present your ideas in a way that retains/gains respect and attention
- Prepare and organize your presentation
- Eliminate distracting mannerisms
- Stand/sit with relaxed but alert posture
- Make relevant actions
- Keep your hands free to gesture if it feels natural
- Maintain eye contact
- Use facial expressions to reflect or forecast your mood
- Assess your speaking voice
- Be assertive, not aggressive or passive
- PRACTICE! PRACTICE! PRACTICE!

Professionalism

An individual’s ability to maintain a **professional image** is essential. You must present yourself as the authority figure and be in control of your meetings. The professional president sets the tone and style of the unit club and the members follow.

A unit club president should utilize –

- Exemplary conduct **at all times**
- **Positive use of parliamentary procedures**
- Professional behavior when interacting with the Federation, GOP or the community
- Preferred Federation meetings are planned and prepared, adhere to a written agenda, and are controlled by proper use of parliamentary procedure.
- A noble attitude – integrity, graciousness, honesty, fairness, dependability, appreciation and strength of character or purpose
- A genuine interest in members, the unit club and the Federation.

Developing the leadership skills described in this handbook will lead to professional behavior and conduct in the operation of your unit club. An enhanced professional image will benefit you, the President, and the Federation. It will surely infiltrate and have a positive influence in other facets of your life – home, family, social and business.

Maximizing Your Leadership Potential

An effective leader must earn the respect and trust of her membership. She should have a vision of a credible, achievable future for the organization, a condition that is better in some important ways than currently exists. She must be able to clearly articulate this vision and inspire her membership to contribute to the attainment of the vision, thus, maximizing the leadership potential within the organization.

To become a more effective leader, you must

- Be smarter
- Have far reaching dreams
- Possess good human relations skills
- Have a positive attitude
- Have a vision or dream (have a picture of your dream in your mind, share it with members and request input from members)
- Accentuate the positive; acknowledge good work and ideas
- Eliminate negatives – unite members, stressing the team concept, do not participate in negative conversation yourself and discourage it among members
- Stretch yourself – reach beyond what you think your limitations are (you cannot grow if you don't step out of your comfort zone)
- Learn from your mistakes; it's ok to mess up, everyone does, but figure out what went wrong and don't do it again!
- Learn from the mistakes of others – when you see methods or behavior that is counterproductive, make a mental note to never make that mistake
- Find someone who you think is a model leader and emulate them

- Be more interested in results than getting any credit for good results. Image what can be accomplished if no one cares who gets the credit!

Develop and Involve the Unit Club Members

Your club is a volunteer organization. Therefore, you need to rely heavily on motivating members and on the camaraderie which comes from recognition and teamwork. Realize that power comes from sharing it with others.

You also should realize that an organization cannot prevail if its leadership is contained in one person. Leadership manifests itself in the leader who permits and enables others to accomplish goals through a collective effort. Cultivate potential leadership talent which will continue to expand the Federation and your club by learning to delegates.

Your success is best measured by what happens after your term is over; if your club becomes more successful, you have built good leaders and a strong foundation.

Provide the Opportunity!

- The Federation is a political organization. Stress that members will get the most out of the club if they participate and take an active role. We are activists, not a social club!
- When a new member joins, determine her interests (fund raising, lobbying, hospitality) and then suggest a particular committee assignment.
- Personally ask members to volunteer for an activity rather than use a sign up sheet. Approach members with a specific request; they will know more what to expect and are less likely to say no. Use phrases like “I need your help”, and “This is your area of expertise.”
- Compliment members for a job well done.
- Make a special effort to thank members when they have helped you or volunteered for a job.
- Develop their trust and respect.
- Be genuine and considerate.
- Ask for their ideas and suggestions (and listen to them!)
- Communicate/inform/educate your members.
- Encourage attendance at NCFRW and NFRW meetings and workshops.
- Appoint assistant chairs when possible. This provides excellent training positions for developing future leaders.
- Set the pace, set an example. The speed of the leader determines the rate of the pack!

The Principle of Delegation

- The principle of delegation is central to success as a leader and to the succession of leadership in the organization.

- Delegate responsibilities that do not require your direct attention.
- Once you have delegated:
 - Grant authority and responsibility
 - Ask for a written plan with details when appropriate
 - Request a timetable (or give one) for completion
 - Hold the person accountable for the delegated assignments
 - Try not to interfere unless there are signs of non-performance
 - Accept full responsibility for assignments delegated to others
- Delegate assignments even to inexperienced members **if they are motivated** in order to help them develop their skills. Demonstrate that you trust them. Keep the task reasonable.
- Choose wisely who you assign to do what task. Have the task fit the person you're asking to do it.
- Never punish members for their failure if they did their best.
- Always encourage creativity; others will never develop their own skills if you are too precise in your directions. There is usually more than one right way to do a job.
- Never ask another to take on a responsibility that you are not willing to do yourself.

A wise leader expands her influence and ability to serve the organization through the art of delegation.

Our goals are too great to be accomplished by one person!

Tools and Background Information

The following list of articles and books is provided to assist in your efforts to enhance leadership techniques:

- NFRW has resources on line at www.nfrw.org
- Parliamentary Procedure: Robert's Rules of Order Newly Revised (the most current edition (each club should have a copy)
- Bylaws and standing rules (unit club, NCFRW and NFRW)
- Republican philosophy (see appendix)
- Responsibility of membership (see section 10)
- Protocol (see appendix)
- Suggested Reading List:
 - The Situational Leader by Dr. Paul Hersey
 - The Leader in You by Dale Carnegie
 - The Miracle of Motivation by George Shinn
 - The Winner Within by Pat Riley
 - Leadership Secrets of Attila The Hun by Wes Roberts, PhD
 - Do It! Let's Get Off Our Butts by John Roger & Peter McWilliams
 - Principled-Centered Leadership by Steven R. Covey
 - The Seven Habits of Highly Effective People by Stephen R. Covey

- The Leadership Genius of George W. Bush by Carolyn B. Thompson & James W. Ware
- Why Courage Matters by John McCain
- Leadership by Rudy Giuliani
- When Character Was King by Peggy Noonan

Guidelines to Good Meetings – Monthly & Executive Board

The key to a successful meeting is using parliamentary procedure backed up with Robert's Rules of Order when necessary.

Properly conducted meetings have essential agenda items. An agenda is simply an orderly listing of items of business which are to be handled at the meeting. The President of the unit club has the responsibility of preparing the agenda and adhering to it at the meeting.

The Boy Scout motto prevails here – “BE PREPARED!” Never assume that everything has been taken care of by someone else. Confirm meeting and program details with the responsible chairs.

Before the Meeting:

1. A meeting cannot be staged successfully without advance publicity. Be sure that the Public Relations Chair knows her responsibilities. Take advantage of all media publicity opportunities. Send out a Newsletter. If the program is on education, for example, send special invitations to those in the field.
2. **Prepare an agenda for each meeting.** Give copies to the Secretary and to all members in attendance. The agenda should include a listing of committee reports as well as pending, potential and special ordered business. (See Sample Meeting Agenda in the appendix.)
3. Prepare a “special agenda” for yourself. This agenda should follow the regular meeting agenda you have already prepared, but will be more detailed and will help you remember all of the “little things” you might otherwise forget.
4. Assure proper arrangements for your guest speaker.
5. Check with committee chairs directly involved with the meeting to ensure completion of all arrangements.

The Meeting:

1. Arrive early so you may start the meeting on time.
2. Meetings should have a light touch as well as a serious side. Make them functional and enjoyable.
3. Recognize guests and new members.

4. Keep the meeting orderly and keep it moving.
5. Think what you would want if you were attending the meeting as a guest.
6. **Utilize parliamentary procedures.** To have a smoothly run meeting with a professional atmosphere, it is best for the President to be referred to as “Madame President”. The President may refer to herself as “The Chair”. (For example, “The Chair recognizes Mary Smith, Legislative Chair for a report.”) When you make the business portion of your meeting more formal, it is much easier to maintain order.

Typical Meeting Agenda:

The following example of a typical agenda can be used as a guide. **Items in bold print are essential items of business at all meetings.** Also listed are other items you may use as the need arises.

- **Call to Order.** The President calls the meeting to order and makes opening remarks. “This meeting will come to order.” ONE rap of the gavel calls the meeting to order, maintains order, and adjourns the meeting.
- **Welcome.** Brief...”Welcome to the Carolina Republican Women’s Club monthly meeting.”
- **Invocation.** Always God before Country. (Use your judgment as to the type of invocation to have. It depends on your members. You may want to have your chaplain use different phrases, for instance, if you have Jewish and Christian members.)
- **Pledge of Allegiance.** There is no comma in “One Nation under God” so do not pause after “One Nation.”
- **Opening Ceremonies or remarks.** Welcome guests, comment on your last meeting, recognize new members or long absent members, etc.
- **Quorum Check.** This may be taken silently by the secretary and President noting the number of members present or the roll may be called.
- **Reading the Minutes** of the previous meeting; approval as read or corrected. “The secretary will read the minutes of the last meeting.” The secretary, seated by the President, stands to read the minutes. No motion is needed for approval of minutes. Corrections to minutes are requested. “Are there any corrections to the minutes?” “If there are no (further) corrections, the minutes stand approved as read (or as corrected).” **If the minutes of the previous meeting have been mailed to the members, the President may accept a motion to dispense with the reading of the minutes.**
- **Correspondence.** Sometimes there will be no correspondence. If action is required, action can be taken under new business.
- **Report of the Officers.** There are usually given at annual meetings only. They can be prepared in written format and provided to the membership.
- **Treasurer’s Report.** The President recognizes the treasurer for her report. No motion is needed for adoption of the treasurer’s report unless the report is an audited report. The President states, “Are there any questions or observations? If not the treasurer’s report will be filed for audit.” (Do not

vote to accept a treasurer's report that hasn't been audited. If it has mistakes inaccuracies in it, the club would then be liable.)

- Report of Executive Board. Minutes of the Executive Board meeting are not read; only a short resume of action by the Executive Board is given. If the Executive Board is submitting recommendations for adoption, accompanying resolutions should be included. Such business may be taken care of at this point, or may come up under new business.
- **Unfinished Business.** Business pending from previous meetings should be referred to as "unfinished business," not as "old business." The President states, "Is there any unfinished business?" (If she knows of some, she should introduce the topic herself.)
- Reports of Standing and/or Special Committees. Committee chairs that are to report should be seated up front. The President states, "We will have a report from Jill Williams, Chairman of the Bylaws Committee."

No motion is needed for adoption of committee reports unless recommendations for club action are made. The President states, "Are there any questions or discussion in regard to this committee report? If not the report will be filed." (Appreciation may be expressed to the committee.)

A motion that comes from a committee does not need a second. The President says "The Fundraising Committee recommends that the Club _____. Is there any discussion?"

Each motion is discussed and processed before another main motion can be proposed. The same rules regarding recommendations and resolutions coming from committees apply.

- **New Business.** This is the point in the meeting during which new items of business are introduced for discussion and action. The President states, "Is there any new business?" She herself can introduce a topic that should be brought before the Club.

Helpful Hints

1. Start the meeting on time and keep it short.
2. Provide name tags for everyone, using large print; they should be worn near the person's right shoulder.

3. Have a gavel and use it firmly, with courtesy; only one person should speak at a time (ask that side conversations end.)
4. Remain fair and impartial during business proceedings.
5. When a motion is entertained at a business meeting:
 - a. State each motion clearly.
 - b. Put the question to a vote after sufficient discussion.
 - c. Ask for both ayes and nays.
 - d. Announce the result of the motion.

Conflict Management

Always look for a win/win situation! Resolve conflicts at the lowest level possible. Should a conflict accelerate in the unit club, the President should remain impartial and lend non-emotional advice for its resolution. If all else fails, the conflict may need to be heard by the Executive Board.

Advice or guidance may be sought from the NCFRW Area Representative or the NCFRW Regional Vice President.

Remember, problems present an opportunity to be creative, to learn, to develop and grow.

Suggested Guidelines for Conflict Management

- The President explores resolution options, brings the group together and seeks consensus. She does not dictate solutions.
- Try to see things from the other person's point of view.
- **Always keep the goals and best interests of the club uppermost in your mind.**
- **Avoid "personal interests or agendas."**
- **Be a good listener.** Don't interrupt – the other party won't pay attention while she still has much to express.
- Never argue, demean or shout. Arguing indicates loss of control and perspective. The goal is to communicate, persuade and motivate.
- Use gentle persuasion. Be gentle, underplay, and don't attack.
- **Gentleness and friendliness are stronger than force or fury.**

Suggested Guidelines for Handling Mistakes/Complaints/Criticism

- The Goal is to either resolve or improve the situation.
- Be aware, we all make mistakes.
- Create an environment where people are open to advice.

- Admit your own mistakes before anyone else has a chance to point them out.
- Criticism and blame spreading cause people to duck and hide and get defensive – they become less likely to take risks or be creative.
- Let the person save face.
- Be positive and construction.
- Obtain resolute consensus from both sides.
- Minimize negatives, maximize positives.

Resolve, correct, implement and move ahead!

SECTION 6: PLANNING YOUR ADMINISTRATION

You Have Been Elected. Now what?

Overview

You have been nominated and elected as unit club President. Where do you begin? These sections give you, the President, a suggested action plan to move ahead – plan, develop, transition and organize.

Remember, these are general guidelines. Alter them to best serve your unit club's size, personality and particular needs and the situation.

PRE-INSTALLATION PLANNING AND DEVELOPMENT

Major Goal Setting & Planning

It is advisable to establish a clear and positive working relationship with the outgoing President. Request to UNOFFICIALLY attend her board meetings if you are not already a member of the board. **Arrange for a gift from the club for the outgoing president if not already planned.**

Hold planning board meetings with your officers-elect immediately after election to accelerate the planning and development of your incoming administration. **At this point, neither you nor the officers-elect have the authority of your new positions.**

Evaluate the unit club's performance and needs. Proceed to

- Review the outgoing administration's yearly programs, activities, membership and financial status.
- Review the activities of all outgoing standing and special committees.
- Consider the coming year's political scenario and state federation expectations and goals.
- Determine the major goals or areas of emphasis for your administration.
- Discuss with the officers-elect and finalize these major goals required to thrust the unit club into a new era of effectiveness and accomplishment.
- Shared agreement and consensus of the major goals by your entire board is necessary to achieve success.
- **Document these goals which become THE UNIT CLUB MAJOR GOALS.** (See the appendix for the Yearly Planning Worksheet.) Your goals should:
 - be relevant and specific
 - be clear
 - be measurable
 - have a time frame
 - recognize the cost and payoff

Master Planning and Committee Chair Selection

- Request **each officer** to complete their own Yearly Planning Worksheet as applicable for their job.

- Establish standing and special committee chairs.
- Select candidates; your committee chairs could have 2 new members, 2 long-time members, and two with 2-6 years of experience. There can be one additional in any category.
- Review your selection with officers.
- Orient committee chairs with
 - Welcome and thank you letter or phone call (or e-mail if you make it personal)
 - A copy of their job description and/or duties
 - Club bylaws and standing rules
 - “A Guide for Conducting Meetings” and “Expediting Business” (see the appendix)
 - Version of Yearly Planning Worksheet for their committees purposes
 - Updated roster of members
 - Membership handbook
- Appraise chairs of the goals you and your officers have adopted. Secure their acceptance through discussion and persuasion.
- Appraise chairs of club’s participation in the NFRW Achievement Awards program. Chairs are to include awards criteria in their plans.
- Request each chair develop her own written plans and select her staff. Assistant chairs are strongly encouraged in order to share work and develop future leaders.
- Review your committee chairs written plans.
- Present the committees’ written plans to the Executive Board for approval

The result of your Yearly Plan and the officer and committee chair plans becomes the UNIT CLUB MASTER PLAN.

Simply put, this Master Plan is actually the synthesis of:

- The current direction/goals of the NCFRW
- Your unit club’s major goals which may come from the assessment of your unit club’s strengths and weaknesses
- The NFRW Achievement Award criteria – the extent of your unit club’s participation as determined by your executive board, and
- Your officer and committee chair written plans

NEW OFFICER INSTALLATION

Following elections usually at the November or December meeting (or as directed in bylaws) the newly elected officers of the club are installed by an elected member of the

NFRW, NCFRW or other elected official (may by an NCFRW Past President or Area Representative) each new officer should be a member in good standing of the NCFRW.

POST INSTALLATION PLANNING & DEVELOPMENT

Annual Budget

The plans from you, your officers and your committee chars will be used to develop your budget. You can get direction on many things by studying past expenditures. Some will continue at the same rate, others may not be necessary anymore, and some new expenditures will be needed based on your goals. Evaluate where we are in an election cycle to help determine what types of expenditures will be needed.

- The annual budget is developed by a small committee which includes the President herself and the Treasurer (a special budget committee may be established to help with this procedure). The total budget is based on the Executive Board members' budgeted expenses, and committee expenses, and other expenses that are anticipated.
- The President and members of the budget committee review the proposed budget, making any changes prior to presentation to the Executive Board for approval.
- The budget should be approved by the Executive Board by the end of January.
- After the Executive Board approves the budget, it is submitted as the proposed budget to the entire club for approval.

THIS IS AN EXTREMELY INTENSIVE PERIOD OF PLANNING, REVIEWING AND FINALIZING. HOWEVER, IT IS AN IMPORTANT AND NECESSARY PROCESS TO ENSURE THE CLUB'S ANNUAL DIRECTION, FOCUS AND ORDERLY AND TIMELY OPERATION. THE CLUB IS PREPARED TO BEGIN A NEW YEAR IN HIGH GEAR WITH THE MASTER PLAN AND ANNUAL BUDGET COMPLETED.

Goals and general plans should be presented briefly to the general membership for their knowledge, acceptance, involvement and commitment to the plan and the unit club's success. The Federation is a volunteer organization and commitment must be established between the organization and its membership.

Club members should be clearly and repeatedly reminded that the Federation is a participatory organization. Each club member should take an active part in the functioning of the unit club. There is an appropriate role or activity for each and every member.

It is the well directed, well organized and active unit club TEAM that wins!

POST-INSTALLATION –TRANSITION & ORGANIZATION

Transition to New Administration

- ALL FILES, RECORDS, FUNDS & PROPERTY BELONG TO THE CLUB AND SHOULD BE TURNED OVER TO THE NEW ADMINISTRATION PROMPTLY.
- Immediately after installation, hold a joint executive board meeting of old and new members.
- Outgoing members turn over to the new board their pertinent records, manuals, supplies, etc. This should be done in 30 days or less. This meeting is sometimes called “Passing of the Gavel”. Outgoing members will also review with the replacements
 - Their job description and responsibilities
 - A status report of current projects and activities
- Make sure and the treasurer are aware of NCFRW dues reporting deadlines and requirements
- **All members of the new board should read:**
 - The past year’s executive board minutes and agendas
 - The past year’s officer/committee chair files and plans
 - All “How To” manuals
 - Unit club and NCFRW bylaws and standing rules

When a President Takes Office

When a President officially takes office, she needs to immediately address the following:

- Ensure transfer of club funds, all files, records, equipment and supplies.
- Request or take a written inventory of all physical assets/supplies.
- Determine if treasurer’s audit is in process, if not arrange to have it done.
- Determine if bylaws are current or require revision.
- Develop a roster of new officers and committee chairs.
- Develop a standardized agenda (see the appendix).
- You will need new or revised
 - Stationery
 - Members’ handbook
 - Checking account –change names and signatories
 - P.O. Box—change names and get key, if applicable
 - Newsletter—check format
 - A current list of members.
- Develop your schedule of monthly club and executive board meetings for the year – consider meeting format changes.
- Issue public relations news release regarding the newly installed officers and upcoming program(s).
- Quickly hold an executive board meeting with your new board to review and finalize plans (including the budget) and plan the first meeting of the new administration.
- Maintain club continuity – KEEP MOMENTUM GOING. Issue a newsletter ASAP with:

- President’s enthusiastic message—with major goals
- Article about member involvement (remember the part about “participatory organization?”)
- Roster of new officers & committee chairs
- Calendar of events/functions/activities
- List one or two upcoming programs/speakers
- Committee chair articles with plans and needs
- New member information
- Reminder when membership dues are due with instructions on where to send them
- Interact with state Federation and County Party by attending meetings

SECTION 7: UNIT CLUB TIMETABLES

SUGGESTED UNIT CLUB ACTIVITIES BY MONTH

JANUARY

- Plan programs and budget for the year (if not already done)
- Pass club standing rules at Executive Board Meeting
- Present ideas on how club will follow NFRW Achievement Award guidelines throughout the year (Consider appointing past president as awards chair if you don't have one already)
- Each committee chair presents plans for carrying out her responsibilities for the year; encourage new ideas
- Appoint an Audit Committee for prior year's financial activities and records
- Present a calendar for the year with dates of club/board/Federation/GOP meetings and other events
- Vote on annual budget
- Promote participation in precinct meetings, GOP Executive Committee meetings and County, District and State GOP Conventions
- Make plans to work with the County GOP on Lincoln Day Dinner or other special event
- Give deadlines for articles to be submitted for your club's newsletter with the editor's contact information
- Call members who have not paid dues
- Mail list of officers and membership list and dues to NCFRW
- Treasurer must mail report to State Board of Elections (any questions, check with NCFRW Treasurer and State Board of Elections—see Treasurer's Manual provided to your Treasurer by the NCFRW)
- Set up telephone phone tree for calling members
- Review bylaws for necessary changes; they must comply with NCFRW bylaws
- Plan community service projects for the year

FEBRUARY

- Distribute the club roster. Include e-mail addresses for all who have e-mail (NCFRW bylaws require that you submit e-mail addresses with your membership reports)
- Ask for report of Audit Committee
- Help Party with Lincoln Day Dinner
- Attend County GOP Precinct Meetings

MARCH

- Participate in GOP County Convention
- Present bylaws amendments to membership
- Elect delegates to NCFRW convention (every odd numbered year)
- Attend NFRW Board Meeting in Washington, DC with NCFRW delegation

APRIL

- Attend NCFRW Convention (in odd numbered years).
- File additional report with the Board of Elections if this is an even numbered year

MAY

- Send in NFRW Achievement Awards application (odd numbered years), usually due to NCFRW President on June 1
- Attend NCFRW biennial Convention (odd numbered year) or Tribute to Women (even numbered year)
- Vote on bylaws changes
- Attend NCGOP Convention

JUNE

- Campaign Volunteer Hours reports due to NCFRW on June 1
- Send one or more members to Campaign Management School

JULY

- Possible club picnic or no meeting for summer
- Help County GOP Chairman located judges to work for the Board of Elections at the polling places on Election Day and for Early Voting

AUGUST

- Kick-off 2nd half of year—get excited!
- Vote on giving funds to County Party and/or candidates

SEPTEMBER

- Implement year end plans and programs
- Elect nominating committee (see club bylaws)
- NFRW Convention in odd numbered years; each club gets one delegate and one alternate
- Work with County and State GOP to implement GOTV phone banks

OCTOBER

- Volunteer and staff GOP Headquarters and GOTV phone banks
- Chairmen of nominating committee reports new slate of officers to the Executive Board & members at next meeting
- Help County GOP find Election Day workers

NOVEMBER

- Election Day!
- Chairman of the nominating committee reports slate of officers to the members & officers are elected (see club bylaws)
- Prepare and mail notices for membership dues renewal
- Begin orientation of President-elect (arrange for an installing officer from NCFRW)
- Direct outgoing board to write/update job descriptions and prepare for transition

DECEMBER

- Thank everyone who helped you during the year.
- Installation of new officers
- Dual Executive Board meeting with old and new officers
- Transfer of all files, records, funds, manuals, equipment and supplies
- Wrap-up of outgoing Board; be available to help the new Board
- **The Immediate Past President has earned a place of honor and continues her responsibilities to the club as a member of the new Executive Board.**

SUGGESTED INTERMITTENT ACTIVITIES

- Plan agenda and arrangements for monthly meeting. Make sure committee chairs are doing their jobs for each meeting
- Preside over monthly meetings. Announce NCFRW and NFRW news and promote Federation programs
- Preside over Executive Board meetings

- Write column and schedule of events for newsletter. Newsletter editor mails copies to
 - Club members
 - NCFRW President
 - NCFRW Vice President & Area Representative
 - Sister Club Presidents (if applicable)
 - County GOP Chairman
 - Selected elected officials
 - Prospective members and former members who you are trying to get to rejoin
- Plan for future meetings, especially speakers
- Make sure you are on track for NFRW Achievement Awards
- Attend County GOP Executive Committee meeting and report on your club's activities
- Attend any NCFRW meeting scheduled, or send a proxy
- Your PR chair should send out news releases about club meetings, activities, awards, special events, fundraisers, etc.
- Write thank you letters to club members or anyone who has done anything to help your club

SECTION 8: THE STATE AND NATIONAL FEDERATIONS

The North Carolina Federation of Republican Women

Overview

We are presenting some basic information on the NCFRW in capsule form which every club President needs to know. Refer to the NCFRW and Unit Club Bylaws for complete details.

Being knowledgeable about the NCFRW offers an added source of information, education, and resources which can further expand and develop a unit club into a more professional, political entity.

The importance of the unit club's commitment is its own development and the resulting growth of the NCFRW is extremely important. Therefore, the following information is offered to help achieve a better understanding of who and what the NCFRW really is:

NCFRW Structure

The NCFRW is structured very much like a unit club. The following officers are elected at a biennial convention by the delegates. The officers are eligible to serve two consecutive, two-year terms.

The NCFRW Nominating Committee presents a slate of officers just like your unit club –

- President
- Five Regional Vice Presidents
 - Coastal Region
 - Capital Region
 - Central Region
 - Foothills Region
 - Mountain Region
- Secretary
- Assistant Secretary
- Treasurer
- Assistant Treasurer

NCFRW Executive Committee

The NCFRW Executive Committee is comprised of the above elected officers as well as the immediate Past NCFRW President. Immediately after the election of new officers, the president-elect becomes a member of the Executive Committee and the Immediate Past NCFRW President retires. They are the leaders of our state organization and may come from any unit club that is a member in good standing of the NCFRW. Candidates for these positions should meet the criteria established in the NCFRW bylaws.

Duties and Responsibilities of the NCFRW Executive Committee

- Approves standing and special committee chairmen
- Approves acceptances, removals, and reinstatement of all unit clubs
- Approves the appointment of area representatives

- Recommends to the Board of Directors the annual budget and program of action for adoption
- Directs disbursement of funds within the adopted budget
- Determines the amount and establishes bond for the Treasurer
- Selects the place and date for the Biennial Convention
- Adopts standing rules necessary to carry on the work of the NCFRW
- Currently, the Executive Committee meets before each Board of Directors' meeting, and special meetings may be called

NCFRW Board of Directors

The **voting body** of the NCFRW Board of Directors is comprised of the following NCFRW members:

- All members of the Executive Committee
- All Past Presidents of the NCFRW
- Members of the NCFRW who are members of the Board of Directors or Executive Committee of the National Federation of Republican Women
- The Presidents of all member unit clubs
- The chairmen and co-chairmen of all standing and special committees
- The chairman of the Biennial Convention
- The Area Representatives
- The North Carolina Republican National Committeewoman
- The North Carolina Republican Party Chair and/or Vice Chair, if one or both are a woman

Non-voting members of the NCFRW Board of Directors are as follows:

- The Parliamentarian, Chaplain, Auditor, Historian and Executive Secretary
- All current Republican women who are members of the U.S. Congress, the N.C. General Assembly and the State Board of Elections. Also, any Republican woman who is elected Governor or is a member of the N.C. Council of State
- The YR National Committeewoman
- A representative of the N.C. College Republicans
- A representative of the N.C. Teenage Republicans
- If an appointee holding a non-voting position on the NCFRW Board concurrently holds a voting membership, she is entitled to vote.

Duties and Responsibilities of the Board of Directors

- Serves as the governing body of the NCFRW
- Adopts an annual budget and program of action
- Elects a nominating committee of three members at the Fall Board Meeting prior to the Biennial Convention

- Fills by election any vacancy occurring in an elective office at the meeting following the vacancy
- Currently, the NCFRW Board of Directors meet at least three times a year as stipulated by the NCFRW Bylaws
- **Currently, if a unit club President cannot attend a NCFRW Board of Directors meeting, she is entitled to send a proxy from the membership of the executive board of her club.**

The NCFRW represents, just as the NFRW does nationally, the total of its membership. It is charged with providing opportunities to increase the effectiveness of Republican women in the cause of good government through its various programs. The NCFRW also nurtures and develops quality Federated Republican women's clubs in order to promote an informed public, foster loyalty to the Republican Party and to promote its principles and candidates in all elections.

The primary objective of the NCFRW is to elect Republicans to office! The members of the NCFRW are among the most talented and qualified Republicans in our country. They are dedicated and hard-working. They believe in the philosophy of the Republican Party and clearly understand President Lincoln's statement, "United we stand, divided we fall."

NCFRW Biennial Convention

The NCFRW bylaws stipulate the time, delegate selection and action to be taken at Convention every two years.

The Convention must be held in odd-numbered years between March 1 and June 1. The Executive Committee selects the place. The official call to the Convention must be postmarked at least 45 days prior to the date of the Convention.

The voting body of the convention shall be:

- Each club with 10-24 members is entitled to three delegates
- Clubs with more members are entitled to additional delegates (see the NCFRW bylaws)
- Each club is entitled to the same number of alternates as delegates, who vote only in the absence of a delegate from the floor.
- All delegates and alternates shall be active, voting members in the club they represent and selected in the way their club's bylaws prescribe
- Only clubs in good standing shall be entitled to representation. A new club must be in good standing at least 45 calendar days prior to the Convention
- Delegates-at-Large who are all members of the NCFRW Board of Directors

Quorum at the Convention is a majority of the delegates attending and credentialed

The Convention is charged with electing officers for the coming two years, and electing delegates-at-large to the NFRW Convention.

NCFRW Programs, Workshops and Awards

Over the years, the NCFRW has developed and sponsored many types of programs, workshops and awards. They are designed to facilitate the growth of the Unit Club and to educate its members. They also provide the GOP with qualified campaign workers, managers, and candidates who ultimately strengthen the Party.

The following programs and workshops may not be held every year. Additional programs may be added by current NCFRW administrations.

Bi-annual Americanism Essay Contest: Our school age children are constantly being bombarded with misinformation, distractions, “entitlements” and blatant lies about our country’s foundations and principles, including the U.S. Constitution and “The Bill of Rights.” Our choice of essay topic will allow students to focus on these issues and explore what these rights mean to them and to their future.

Caring for America: Currently, the statewide Caring for America Program involves the NCFRW raising money for scholarships for the children of soldiers killed in the War on Terror. Individual clubs can donate to this program, or do their own fundraiser for this program.

Campaign Management School: NCFRW has held several Campaign Management Schools in the past. These schools are comprehensive two-day seminars designed to get information to candidates and campaign workers. The goal is to get more Republicans elected. Nationally known presenters have led these schools, including Mark Montini and Nancy Boskor.

Dottie Martin Teachers’ Scholarship Fund: This fund was developed in 1991 to honor former N.C. First Lady Dottie Martin. This \$500* scholarship is awarded annually to a deserving person who is presently studying in the field of education and plans to teach in North Carolina. Our objective is to assist aspiring teachers who are particularly interested in child guidance and counseling and who want to make a difference in the lives of North Carolina’s children. Often in the past few years NCFRW has given two or even three of these scholarships a year. *In 2011 the NCFRW Board of Directors voted to encourage increasing the amount of the scholarship due to the economic downturn.

Legislative Day: Usually, in the spring of odd-numbered years (during the long session of the N.C. General Assembly), Federation members meet in Raleigh with Republican legislative leaders. This allows the legislators to hear concerns of Federation members, and gives members a chance to get to know their legislators better. Legislative Day was held in May 2011 in Raleigh, and we also met frequently with our Republican Majority Leadership on the Marriage Amendment & Photo Voter ID legislation.

Lobbying Institute: This seminar has been held several times and hopefully will be done again. This program is designed to help increase our lobbying effectiveness by identifying Federation members who are interested in devoting time and effort to be

trained in the lobbying process, and who will in turn share this information with the members of their clubs.

Regents Program: Fashioned after the NFRW program members contribute money each year to help provide the programs and support needed to supplement the dues. Amounts are Gold \$500 Silver \$250 Bronze \$125 Regents receive annual gifts and a Regents nametag for Gold & Silver and ribbon at Board of Directors Meetings.

Awards

Criteria and deadlines for awards are established by the current administration in conjunction with the specific Standing and Special Committees and are subject to change. Currently, the following awards are given by the NCFRW:

- NCFRW History Book Award
- NCFRW Newsletter Award
- Tribute to Women
 - A banquet is held every two years to honor the “unsung” heroines of the NCFRW
 - Honorees are elected by the general membership of individual unit clubs
- Honorary Life Membership Awards
 - Individual clubs nominate a candidate for Honorary Life
 - The nominee must be a member of a Federated club for at least 5 years
 - She must have served for at least two years on the NCFRW Board of Directors
 - She must display dedication to the principles of the Republican Party and must be actively involved in club activities
 - She must have made an effective effort on behalf of the election of Republican candidates
 - She must have attended at least one NCFRW Biennial Convention as a delegate
 - For Honorary Life members, the unit club pays \$75.00 initially and \$8.00 per year
 - Once a candidate is chosen by a club, her credentials are submitted to the NCFRW Honorary Life Chairman; the applications must be approved by the Regional Vice Presidents, and they are then submitted to the NCFRW Board, who approves them at the Biennial Convention
- RISE Award
 - Developed by NCFRW President Valerie White this program was implemented to provide clubs with a road map to success; if you meet specific goals you can measure what has been accomplished - RISE stands for Recruitment, Involvement, Service and Education. Annually goals are set; clubs achieving these goals are recognized as Cardinal Clubs.

Workshops

There are usually workshops at each NCFRW Board of Directors meetings, and there may also be Regional Meetings with workshops. Workshops have been held on the following topics, and in the future will certainly include other topics:

- Club Development
- Club President and Leadership Training
- Campaign Skills
- Conducting Phone Banks
- Membership Recruitment
- Program Planning & Development
- Minority Outreach
- Bylaws Study
- NFRW and NCFRW Programs
- Fundraising
- Treasurer's Workshop
- Secretary's Workshop
- Parliamentary Procedure
- Voter Registration
- NCGOP Plan of Organization
- Social Security Reform
- Education
- How to Write Letters to the Editor
- Public Relations
- Lobbying and Learning Your Way Around the Legislature

NATIONAL FEDERATION OF REPUBLICAN WOMEN

Overview

This section is intended to provide a capsule view of the NFRW--its structure, bylaws, programs and materials offered--and information about the NFRW Biennial Convention.

NFRW Structure

The NFRW is structured very much like a unit club. The following officers along with 3 Members-At-Large are elected at a Biennial Convention by the delegates. The officers

are eligible to serve two consecutive, two-year terms. The Members-At-Large are elected from the Board of Directors and serve one two-year term only.

The NFRW Nominating Committee presents a slate of officers:

- President
- First Vice President
- Second Vice President
- Third Vice President
- Fourth Vice President
- Secretary
- Treasurer
- 3 Members-at-Large

Executive Committee

This group, along with the Immediate Past NFRW President, comprises the NFRW Executive Committee. They are the leaders of our national organization and may come from any state that is a member in good standing of the NFRW. Candidates for these positions should meet the criteria established in the NFRW bylaws.

Duties and Responsibilities

- Has jurisdiction over membership applications
- Sets the date of the Biennial Convention and recommends more than one site for the Convention to the Board of Directors
- Approves the President's recommendation of chairmen and vice chairmen for standing committees
- Recommends the annual budget to the Board of Directors
- Disburses funds
- Approves bank or banks where funds are to be deposited
- Meets on call of the President or on written request of 6 members
- Provides a headquarters office in the Washington, DC area and a residence for the President to reside while she serves
- Removes from office or duties members of the Executive Committee or Board of Directors who do not support the NFRW, its policies and objectives
- Meets immediately preceding and following each Board of Directors meeting

NFRW Board of Directors

The voting body of the NFRW Board of Directors is comprised of the elected officers, the immediate Past President of the NFRW, the President of each State Federation, and the chairmen of the standing committees or their vice chairmen in the absence of the chairman. Non-voting members of the Board shall be the chairmen and vice-chairmen of special committees and the Chaplain, Historian, Parliamentarian and Sergeant-at-Arms.

Duties and Responsibilities

- Elects 3 Members-At-Large to serve on the NFRW Executive Committee
- Considers for approval the program of action presented by the NFRW President
- Selects the site of the Biennial Convention from recommendations made by the Executive Committee
- Approves the official program and order of business for the Biennial Convention
- Approves any Standing Operating Procedures which supplement the NFRW bylaws
- Adopts the annual budget
- Elects a nominating committee
- Meets at the call of the NFRW President, normally twice a year

The National Federation of Republican Women serves as the educational and training arm of the Republican Party. The NFRW combines the force and energy of all the clubs across the country to give strength and purpose to the Federation and its goals.

NFRW Biennial Convention

- A Convention is held every odd-numbered year. Call to the Convention is mailed at least 60 days prior to the date of the Convention
- Each club is entitled to one delegate and one alternate to the Convention. (Alternates can only vote in the absence of the delegate from the floor.) Delegates and alternates shall be members in good standing of the club they represent and of the NCFRW.
- A unit club must have paid dues for both years before the Convention.
- A state's delegation is determined by the current number of members' dues submitted to NFRW no later than 90 days prior to the Convention.
- New clubs must be members in good standing at least six months prior to the Convention to be eligible for representation
- State Federations are also allotted delegates-at-large depending on their total number of paid members
- The club President must send names, addresses, phone numbers and e-mail where applicable for the delegate and alternate elected by her club; these credentials forms are furnished by NFRW and must be postmarked no later than 30 days prior to the Convention. Emergency changes can be made in writing to the NFRW President, with a copy to the NCFRW President; these emergency changes must be received by NFRW no later than 10 days prior to the Convention

Appendix

Appendix—Table of Contents

1. See NFRW for Sample Club Bylaws
2. Sample Standing Rules
3. Tips for an Effective Letter to Public Officials
4. Do's and Don'ts for Presidents
5. Sample Club Meeting Agenda
6. Formula for Solving Problems
7. Yearly Planning Worksheet
8. "A Guide for Conducting Meetings" by Carol Bailey
9. Expediting Business
10. NCFRW Regions by Counties
11. Standing Rules for NCFRW Board of Director's Meetings
12. Republican Philosophy

For NFRW Sample Club Bylaws, see the NFRW website.

For NCFRW Bylaws, see the website for the most current version.

Sample Standing Rules for Unit Clubs

Name of Club _____

Date Approved and Adopted _____

President's Expenses

The necessary expenses of the club President or her appointed representative for the NCFRW Convention and Board of Director's Meetings, and other club related meetings that have been **approved in advance by the board** shall be borne by the club. These expenses may include registration, hotel, and meals (depending on the practice and financial status of the individual unit club.)

Membership Dues

Statements for membership dues will be mailed to all members with the November newsletter. The statement shall clearly read, "Dues must be paid no later than January _____ in order for your name to be included in the membership roster, and for you to receive club and NCFRW newsletters, and Republican Woman magazine." (Any new member joining the club after September 1st will automatically be paid for the following year.)

Authorized Check Signatures

The President, in addition to the Treasurer, shall be authorized to sign checks (unless stipulated in club bylaws.)

News Media

No member shall release announcements concerning club activities to the news media without first consulting with the Public Relations chairman.

Budget

A budget will be presented to the membership and approved by them at the beginning of each calendar year.

Finances

No member shall commit the club to expenditures and expect reimbursement without the **prior consent of the executive board**. The President, however, shall have the authority to make emergency expenditures with the consent of the majority of the elected officers.

Dollar Expenditure Authority

The standing rules should set forth limits for different officers and committee chairmen; these can be budgeted amounts; beyond these amounts, approval must be obtained from the general membership.

Tips for an Effective Letter to Public Officials

CLARITY

- State subject
- State opinion pro or con
- State facts in support of opinion

FORM

- Reasonably brief but not curt
- Courteous in a friendly manner
- Avoid complaining. Instead, move reader to action by
- Requesting adjustment firmly but politely

- Presenting a clear, concise argument

HOW TO ADDRESS NATIONAL PUBLIC OFFICIALS

- The President of the United States
Salutation – Dear Mr. President:
Complimentary closing – Respectfully yours,
Envelope – The President, The White House, Washington, DC 20500; to include the First Lady, “The President and Mrs. Bush” (Last name only!)
- The Vice President of the United States (same as the President)
- The Chief Justice of the United States
Salutation – Dear Mr. Chief Justice:
Complimentary closing – Respectfully yours,
Envelope – The Chief Justice, United States Supreme Court, Washington, DC 20543; to include the spouse “The Chief Justice and Mrs. Renquist (last name only)
- Associate Justices of the Supreme Court of the United States
Salutation – Dear Mr. Justice Thomas:
Complimentary closing – Respectfully yours,
Envelope – Mr. Justice Thomas, United States Supreme Court, Washington, DC 20543; to include the spouse, “Mr. Justice Thomas and Mrs. Thomas”.
- Cabinet Members
Salutation – Dear Mr. Secretary:
Complimentary Closing – Respectfully yours,
Envelope – The Honorable Condoleezza Rice, Department of State, Washington, DC (check zip code); to include spouse, The Honorable Mr. (name in full) and Mrs. (last name)
- United States Senators and Congressmen
Salutation – Dear Senator Burr: or Dear Congressman Coble:
Complimentary closing – Yours very truly,
Envelope – The Honorable Richard Burr, United States Senate, Washington, DC 20510; to include spouse, The Honorable Richard Burr and Mrs. Burr; same for Congressman and Congressman and spouse.

“Do’s and Don’ts” for Presidents When Presiding Over Meetings

1. Do call the meeting to order promptly.
2. Do preserve order at all times.
3. Do insist that the rules of debate be observed.
4. Do entertain one piece of business at a time.
5. Do ensure full and free discussion.
6. Do see that the will of the majority is preserved.
7. Do protect the rights of the minority.
8. Do take a vote properly.
9. Do keep a quorum present.
10. Do encourage members to participate in discussion.

11. Do use general consent whenever possible.
 12. Do say “we” instead of “I” and “our club” instead of “my club”.
 13. Do quit running affairs when your term of office expires.
-
1. Don’t do all the talking because you can do it better.
 2. Don’t try to impose your will.
 3. Don’t use your office for personal gain.
 4. Don’t change everything because you are the boss.
 5. Don’t be smug because your meetings have no controversy.
 6. Don’t use the pronoun “I,” refer to “my” board, “my” club.
 7. Don’t be pedantic about parliamentary rules on every occasion.
 8. Don’t permit exceptions to the bylaws.
 9. Don’t just do the same things better, do better things sometimes.
 10. Don’t let the meeting drag. Expedite.
 11. Don’t let offenders gain control of the meeting.
 12. Don’t lose your temper.
 13. Don’t ever conduct controversial business without going into closed session; never have guests see controversy in your club.

_____ Republican Women’s Club
Monthly Meeting
Date
Sample Agenda

CALL TO ORDER

INVOCATION

PLEDGE OF ALLEGIANCE

(MEAL, IF YOU HAVE ONE)

PROGRAM, FOLLOWING INTRODUCTION OF SPEAKER

ESTABLISH QUORUM OR DO ROLL CALL

MINUTES OF PREVIOUS MEETING READ

- Any additions?
- Any deletions?
- Entertain a motion to accept minutes (as read, or as amended, whichever applies)

TREASURER'S REPORT

- Are there any questions?
- Treasurer's report shall be filed for audit (as read or amended)

COMMITTEE REPORTS

UNFINISHED BUSINESS

NEW BUSINESS

ANNOUNCEMENTS

ADJOURN: "If there is no further business, the chair will entertain a motion to adjourn."

Formula for Solving Problems:

Step 1 – IDENTIFY (*What is the Problem?*)

Ask yourself and/or the group questions such as:

- Am I or we stating the real problem?
- How do we know it is a problem?
- Is this the problem or one of the solutions?
- Why is it a problem?
- Is the situation a problem or is it my reaction to the situation that makes it a problem?

- Are we stating it specifically?
- Are we stating more than one problem?

Step 2 – *GATHER INFORMATION (Collect facts and opinions of others.)*

- Are all the facts available at this time?
- What are the facts?
- Are our facts correct?
- Are our facts specific?
- Are these facts or just opinions?
- Are we being objective, impersonal?
- Are we considering all the facts, or only those that point towards a preconceived solution?

Step 3 – *FORMULATE IDEAS (Consider all solutions.)*

- This is a brainstorming process whereby all the solutions are considered regardless of who, where or by what means they are assembled.
- Use your creative imagination. Let it soar and roam.

Step 4 – *DECIDE (Pick the best solution!)*

- Choose a course of action that would achieve the results you are expecting.

Step 5 – *APPLY (Act!)*

- Keep in mind that more problems are unresolved by no decision than by the wrong decision.