



Altrusa International Encyclopedia

INTRODUCTION

The *Altrusa Encyclopedia* is your Altrusa resource library. Here in one easy-to-use reference is the information you, as a member, need to acquire a comprehensive understanding of our organization.

You are the cornerstone to the effectiveness of Altrusa. Your participation and the contributions you make are very significant to its continuing growth and development. The more knowledgeable each member becomes, the greater the impact Altrusa has through providing service to communities worldwide. The *Altrusa Encyclopedia* is an evolving document. In order to provide the most up-to-date information about the organization, the encyclopedia will be revised as it becomes necessary. The Altrusa website, www.altrusa.org should be visited regularly for current or updated information.

Detailed procedural information can be found in the International Bylaws and Policies publication, which is updated regularly and includes appropriate sections for Districts and Clubs.

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ALTRUSA

The name, "Altrusa" was coined from ALTR from altruism and USA for United States -- possibly because of high-running World War I patriotism. Mamie L. Bass, Altrusa's first national President, was enchanted with the name for its "devotion to the interest of others" concept.

From the Altrusa Tradition

ALTRUSA ACCENT

An "Altrusa Accent" is a two-minute presentation at a Club meeting that covers such items as news on an upcoming International or District event, new Altrusa materials, Altrusa historical highlights, or bylaw and policy changes. The Altrusa Accent can provide helpful information in membership orientation.

ALTRUSA BENEDICTION

May we go forth with high ideals
To greet our fellow man,
Be true to all Altrusa aims
Until we meet again.

ALTRUSA CODE OF ETHICS

The Altrusa International Board of Directors approved the Altrusa Code of Ethics at its January 31, 2009 meeting.

The Code of Ethics guides the ethical conduct of all the Board of Directors and employees of Altrusa International, Inc. (the "Association") and provides a framework for maintaining a high standard of professional conduct. All Association Board of Directors and employees are expected to comply with the following Code of Ethics:

Personal and Professional Integrity – The Board of Directors and employees shall act with honesty, integrity and respect for all individuals with whom they conduct business. The Association Board of

Directors and employees will, whenever possible, act in cooperation with the Altrusa International Foundation, Inc. (the "Foundation"), while maintaining the Association's separate identity and mission.

Legal and Ethical Compliance – The Board of Directors and employees shall conduct themselves in a manner that complies with applicable laws and regulations in the various countries in which the Association operates.

Valuing Diversity - The Association promotes diversity and inclusiveness in all of its employment practices. It promotes a working environment where every employee is valued, treated fairly and given the opportunity to use her/his talents and abilities.

Stewardship - The Association manages its funds and resources prudently and serves as a responsible steward of its assets. Its reports, documents and financial statements reflect accurate reporting with clear public disclosure.

Conflict of Interest - To prevent conflicts of interest from creating actual or potential improprieties that could undermine effectiveness and reputation, the Association's Board of Directors and employees are required to disclose any direct or indirect financial or personal interests that pose potential or actual conflicts of interest related to the Association's activities.

Governance - The Altrusa Board of Directors serves as an active and independent governing body responsible for policy formulation, decision making, and oversight. All Board Members and employees adhere to the Association's bylaws.

Any Board Member/employee who believes the Code of Ethics has been violated is obligated to report promptly her/his concerns to the Legal Advisor of the Association. All reports of a suspected violation will be investigated and acted upon in confidence to the extent possible. Upon completion of the investigation, the Association will take such action as it deems appropriate under the circumstances. If it is found, as a result of a thorough investigation, that a Board Member/employee has violated the Association's Code of Ethics, she/he may be subject to disciplinary action, up to and including dismissal. The Association will not tolerate retaliation against any Board Member/employee who makes a good faith report or who cooperates with the investigation of a complaint.

ALTRUSA COLLECT

Our heavenly Father,
Surrounded by blessings,
May we learn to bless;
Reaping the fruits of patriotism,
May we love our country more;
Members of a world-wide community
May we cherish our neighbors everywhere;
Grateful to Thee,
May we show our gratitude
By efficiency and service.

ALTRUSA EMBLEM COLORS

Blue and white

ALTRUSA LOGO COLORS

Ocean blue, dark blue grey, gold, brilliant red

ALTRUSA GRACE

For this food before us spread,
For our steps in safety led,
For Thy favor on our way,
Lord, accept our thanks today.

Altrusa Historical Milestones

- 1917 First Altrusa Club founded in Nashville, Tennessee, on April 11. Became first national organization of business and professional women with incorporation (Indiana) as National Association of Altrusa Clubs, August 21.
- 1918 First national Convention, Indianapolis, Indiana: first national President, Mamie L. Bass, presides.
- 1919 Altrusa Constitution and Bylaws adopted.
- 1921 Principles of Altrusa created by Mamie L. Bass.
- 1922 First Altrusa magazine published, quarterly.
- 1924 Vocational guidance adopted as Altrusa's national policy for its Clubs. The Vocational Committee established.
- 1925 Altrusa Key and Altrusa's Ideals adopted.
- 1926 First Classification Guide adopted.
- 1930 District Plan adopted and ten geographical areas established as Districts.

- 1931 Permanent Altrusa headquarters established in Chicago, Illinois
- 1934 Initiated public education program on mental health.
- 1935 Altrusa became International with extension into Mexico. Initiated traffic safety program.
- 1936 Community Service Committee established to give direction to local community betterment projects.
- 1937 International Relations Committee established to build understanding among the world's people through programs and projects.
- 1940 Altrusa organized in Puerto Rico. Founders Fund established to finance vocational projects for older women workers; donations invited from members to honor Altrusa founders. Program Coordination adopted, introducing annual program and coordinating Committee.
- 1944 Grants-in-Aid program launched (first grants awarded in 1945).
- 1945 Altrusa organized in Canada.
- 1946 First Altrusa representative to the United Nations appointed.
- 1947 Altrusa organized in Guatemala. Altrusa organized for the first time in Korea.
- 1948 Altrusa organized in Bermuda and in England.
- 1949 Altrusa insignia changed to reflect international status.
- 1951 Altrusa Planned Program extended to two years to coincide with each biennium.
- 1952 Founders Fund Vocational Aid project launched (first awards made in 1953).
- 1954 Grants-in-Aid project earned honor award from Freedoms Foundation, Valley Forge, Pennsylvania.
- 1955 Altrusa International became a founding member of the Women's Conference of the National Safety Council. Redistricting increased the number of Districts to twelve.
- 1959 Altrusa organized in Ireland.
- 1962 Altrusa organized in India. Altrusa International became a charter member

- of the Women's Committee, President's Committee on Employment of the Handicapped. Altrusa International Foundation, Inc., established.
- 1963 Altrusa organized in the Philippines. Mamie L. Bass Service Award initiated to recognize the best in Altrusa Club service projects.
- 1964 Altrusa organized in Scotland.
- 1965 District Thirteen established in United Kingdom. Articles of Reorganization for Altrusa International, Inc., filed in Indiana.
- 1966 Altrusa organized in Australia, New Zealand and Northern Ireland. ASTRA Clubs introduced.
- 1974 Executive Committee (elected International Officers) authorized to handle Association business between annual Board meetings.
- 1976 District Fourteen established, comprised of Altrusa Clubs in Puerto Rico.
- 1977 Action for Literacy adopted as an ongoing service project of Altrusa International, Inc.
- 1978 Consultative Status with the United Nations Economic and Social Council granted to Altrusa International, Inc. Altrusa organized in Dominican Republic, which was included in District Fourteen.
- 1979 Altrusa organized in El Salvador.
- 1980 Action for Literacy adopted as third major program of the Altrusa International Foundation, Inc.
- 1982 Long Range Planning process initiated.
- 1983 Altrusa reorganized in Korea and the Altrusa Club of Seoul chartered during the International Convention in Atlanta, Georgia – a first.
- 1985 District Fifteen (New Zealand) established. Eleanor Roosevelt Humanitarian Award initiated at the International Convention in Boston, Massachusetts, to recognize humanitarian service performed by outstanding Altrusans (first recipient: Hazel P. Williams). Foundation obtains 501 (c) (3) umbrella status, enabling U.S. Altrusa Clubs to form individual Foundations. Foundation changed names
- of Grants-in-Aid to Graduate Incentive Award and Founders Fund Vocational Aid to Founders Fund Vocational Award.
- 1987 Convention body approves issuing invitations to membership to eligible business and professional men. Office of treasurer added to list of offices elected at biennial Convention. Foundation incorporates GIA, FFVA and Action for Literacy into a comprehensive, new literacy-focused ABC Grants program.
- 1989 Convention body establishes Literacy Committee. Optional office of President-Elect added to the Club elected officers.
- 1990 Foundation launches Anniversary Gift Campaign grant program in recognition of founding of Altrusa on April 11, 1917; Altrusa organized in Chile.
- 1992 75th Anniversary. Special two-day celebration held in Nashville, Tennessee, April 11 and 12.
- 1993 Altrusa organized in Russia. Letha H. Brown Literacy Award and ASTRA Club Service Award initiated.
- 1994 Altrusa organized in Ukraine.
- 1995 First Convention held in New Zealand (District Fifteen), first President from New Zealand installed. Foundation initiates Community Leadership Award, first ASTRA Club Directory published.
- 1997 Foundation announces Club 21 Program to benefit children with HIV or AIDS.
- 1999 Convention body approves Altrusa Long Range/ Strategic Plan.
- 2001 Altrusa receives \$10,000 as one of 10 honorees for its participation in USA Weekend Magazine's, "Make A Difference Day, 2001" with literacy projects submitted by 96 Clubs. The Convention body adopts Literacy as our International Service Focus.
- 2002 Foundation celebrates its 40th anniversary.
Dr. Nina Fay Calhoun International Relations Award established to encourage and stimulate international relations.
- 2005 Lucente Lamplighter Award established for recognition of individuals who have made ten (10) Lamplighter contributions.

- 2008 Altrusans provide over one million volunteer hours in their communities world-wide during this year. Altrusa went into Partnership with “Days for Girls” to provide reusable sanitary products for girls in third world countries
- 2011 At the Convention in Rapid City, SD, Delegates: eliminated membership based on classification, adopted a new logo of four intertwined colored ribbons and with the tag line “Leading to a Better Community”, and voted to distribute monthly electronic copies of the International Altrusan. The creation of ASTRA Scholarships funded by the Altrusa Foundation was approved. Altrusa began using social media to communicate with members.
- 2012 The International Foundation celebrated its 50th anniversary with a \$50 donation to each club to be used for the purchase of books for a club literacy project; the club had to match the \$50 in books.
- 2013 Altrusa International Headquarters moved to 1 North LaSalle Street in Chicago, IL. Historical Records were donated to Ball State University Archives and Special Collections, where the official archives of Altrusa International now reside.
- 2015 The first Altrusa United Nations Youth Ambassador was appointed
- 2016 Altrusa International Foundation, Inc. celebrated Altrusa’s Centennial with its \$100,000 for 100 campaign.
- 2017 Altrusa’s Centennial was celebrated at the 55th Convention held in Nashville Tennessee. Special programs were instituting during the year by both the Association and the Foundation culminating at the Convention. At the Convention the Delegates voted to approve the formation of Virtual Clubs and reduce the Charter Strength of Clubs to fifteen active members.
- 2018 The members also voted to adopt the Days for Girls program as International Project.
- 2019 The following programs were started in this year:
The ASTRA Alumni Program was developed to enhance Altrusa’s ability to maintain links with our ASTRA members and grow the next generation of Altrusans. The program is for ASTRA members 18 years and older.
The Altrusa Mentor Program was launched in 2019 and is available for anyone at any level of the organization. Members who want mentors and members who want to be mentors need to complete a Mentee/ and submit it to the District Leadership Mentor Application from (from the International Website) Chair.
Young Professionals Program was instituted to make Altrusa more attractive to young professionals.

ALTRUSA IDEALS

As an Altrusan, I will be guided by these Principles of Conduct

My Country and My Fellowmen:

Our country is as great as we, its citizens make it. Therefore, I pledge my loyalty to its ideals and to its endeavors for the welfare of mankind; I shall strive to practice true patriotism and to fulfill my civic obligations in my own community by interested participation in its activities.

My Vocation and My Fellow Workers:

My vocation merits my best services and offers me real opportunities for growth and efficiency in doing my share of the world’s work. Therefore, I shall study its aims, its methods, and its product that I may intelligently promote its interests and improve the quality of its service to others.

I shall cooperate with my fellow workers in a spirit of cheerfulness, of readiness to share, and of appreciation of the efforts of others;

I shall seek success by an ever-increasing sense of true values—a realization of the highest business ideals through honest effort, fair dealing and lofty ambition tempered by humility of spirit.

Altrusa and Myself:

Altrusa offers to the representative business and professional women of the community an opportunity to touch each others' lives and to be broadened by an interchange of interests, and by a sympathetic consideration of the viewpoints of others. Therefore, I shall try to exemplify Altrusa's ideals of fellowship, of service to other business women and of self-improvement.

I shall demand of myself a wholesome balance of work and play, a broad and impersonal attitude of mind in my relationship to others and a true loyalty to womanhood.

As an Altrusan, I shall endeavor to develop right attitudes toward work, toward people, toward life.

Adopted 1925

(Historical Altrusa material, printed as originally written)

ALTRUSA INSIGNIAS

EMBLEM

In use since 1949, the Altrusa International insignia consists of three concentric circles. The outer ring bears the name "Altrusa International, Inc." In the second circle is Altrusa's motto, "Patriotism, Efficiency, Service." The center shows a polar view of the world, symbolizing Altrusa's international scope and interests. Altrusa International modified the insignia when England joined the organization.

Previously, the Altrusa insignia showed only the Western Hemisphere with Altrusa's motto in an outer circle and "Altrusa" written in a bar across the center. The first presentation of this insignia showed an outline of the western hemisphere while the second showed the countries blocked in with color.



REGISTERED ALTRUSA EMBLEM TRADEMARK

ALTRUSA INTERNATIONAL INSIGNIA

LOGOS

Logos are designs or emblems used by Altrusa International, the Foundation, and local Clubs and Districts.

THE ALTRUSA BRAND



The new logo was designed to be reflective of the Altrusa brand which is based on clarity, flexibility and inclusion. Clarity is seen in the clean lines and open space evident in the design. The flowing lines of different heights rise and fall to demonstrate flexibility. The lines start and finish together with all that falls between, symbolizing inclusion, various aspects of Altrusa service, and our diversity.

There is one line that connects, yet extends upward and beyond the rest representing the leadership development inherent in Altrusa membership. The beauty is that each of us can see a unique personal story as we participate in all of the lines of Altrusa activity.

As you look at the structure of the logo you will see that the image is the letter "A" standing for Altrusa. There are three cross bars to the A, each having a different color and lending a different perspective to the image as you view it; this further represents the concept of flexibility which is perhaps the most important aspect of our brand.

The tallest line (banner, ribbon, or path) is the new deeper shade of blue. Picture the color of the oceans linking lands around the globe (think Bermuda, New Zealand, and Puerto Rico), and representing the worldwide nature of Altrusa. It is like the crest of a wave and used for the highest arch representing the International organization. The much darker shade of blue grey is symbolic of the wave base; the depth and foundation of the sea which represents the clubs and districts that make up the Altrusa organization. They are parts of the same whole, only together do they make the letter "A".

The golden colored banner represents ASTRA, Altrusa's treasure and our future. The brilliant red line, a very special one, is the color of the heart and strength of Altrusans. It represents all those to whom Altrusa is important; our members, our communities, and those with whom we partner. Together we are "Leading to a Better Community" wherever we live.

GUIDELINES FOR USING ALTRUSA TRADEMARKS AND LOGOS

1. All trademarks must be used in the form registered with the U.S. Patent and Trademark Office. Trademarks may be used in any size. Logos must be used in the form supplied by the International Office. For best results, reproduce trademarks and logos from glossy slicks supplied by the International Office or downloaded from the Altrusa website.
2. Each use of an Altrusa trademark must include the notation ®, indicating the trademark has been registered with the U.S. Patent and Trademark Office. Each use of an Altrusa logo must include the notation TM.
3. Trademarks and logos may be used on the following items without obtaining the permission of Altrusa International: brochures; manuals; programs; rosters and yearbooks; key chains; stamps; decals; bulletins; name tags; napkins; gavels; cups; glasses; banners; plaques; posters; advertising; and program and promotional materials relating to local, District or International projects, programs, and activities. In each case, use of the trademark or logo must conform to the other requirements listed in these guidelines.

For permission to use trademarks or logos on other objects, in other manners, or in combination with any other symbol, contact the International Office,

Clubs are urged to purchase image builder supplies from the Association's official supplier of Altrusa products.

4. To print the Altrusa Emblem's "Altrusa blue" on printed materials or image builder supplies, use ink color PMS 287.
5. To print the Altrusa Logo use...

To print the correct color, it's necessary to go into custom colors and type in the RGB code. For the primary blue color, the code is 0-197-181, The RGB code for the dark blue gray color in the ribbon is 89-123-124.

6. Each use of an Altrusa trademark or logo must be in good taste, reflect Altrusa's high standards, and further Altrusa's objectives. In no event should a trademark or logo be used in such a way as to place Altrusa in ridicule, disrespect or low regard.

ALTRUSA INTERNATIONAL FOUNDATION COMMUNITY LEADERSHIP AWARD

The Foundation's Community Leadership Award recognizes individuals who have made significant contributions to their communities as volunteer leaders. Through the Community Leadership Award, every Altrusa Club has an opportunity to recognize the individuals in their communities who are contributing to the welfare of others.

The Community Leadership Award was initially presented annually; effective 2009, this Award will be presented once a biennium at the Foundation event during the Altrusa International Convention with the recipient selected from nominations submitted by Altrusa Clubs to the International Office by May 15th.

Complete information on the Community Leadership Award, including the most current criteria, nominations, judging and presentation is available on the Altrusa website or by contacting the Altrusa International Foundation Office.

ALTRUSA INTERNATIONAL FOUNDATION, INC.

The Foundation is a humanitarian philanthropic organization whose mission is to empower Altrusans to provide effective local community service programs. It is dedicated to improving economic well-being and quality of life through a commitment to community service and literacy.

Since its establishment as a charitable corporation in 1962, the Altrusa International Foundation has been committed to the service goals and objectives of Altrusa. Its purpose is to be an avenue by which Altrusans can help Altrusa Clubs and other worthy organizations carry out community service programs throughout the world. From its inception, the Altrusa International Foundation has possessed a deep and abiding commitment to education and service.

In 1977, Altrusa became the first volunteer service group to adopt literacy as a focus of its community activities. In response, the Altrusa International Foundation incorporated "Action for Literacy" into its philanthropic focus, establishing the Grants Program to serve Altrusa Clubs. The Foundation supported the efforts of over 200 local literacy councils and programs through this grant program.

The Foundation adjusts its philanthropic focus as necessary to the changing needs of communities, enabling it to support new areas of service while it maintains its traditional commitments to vocational services and literacy programs.

ORGANIZATION

While it enjoys a special affiliated status with Altrusa International, the Altrusa International Foundation is a separate legal entity with its own Board of Trustees.

The Foundation Board is composed of the Past Chair plus nine (9) Trustees who are elected by the delegates to International Convention to serve four (4) year staggered terms. There are three (3) ex-officio members.

- Trustees are elected by the members of Altrusa International. Trustees also serve as Committee Chairs.
- The Chair is elected by the Board of Trustees.
- The Vice Chair is elected by the Board of Trustees.
- The Immediate Past Chair serves as a member of the Board.
- The Association Representative, who must be a member of the Executive Committee of Altrusa International, is appointed by the International President to serve as an ex-officio member of the Board.
- The Legal Advisor is a member of Altrusa International, appointed by the Chair of the Board of Trustees with the approval of the Board, who serves as an ex-officio member of the Board.
- The Secretary/Treasurer is the Foundation Administrator of the Foundation and serves as an ex-officio member of the Board.
- All ex-officio members of the Board of Trustees are non-voting.

CONTRIBUTION OPPORTUNITIES

Altrusans, Altrusa Clubs, businesses, corporations, foundations, and the general public support the Altrusa International Foundation by making monetary contributions to the Foundation. Donations can be in the form of outright gifts of cash, appreciated stock, real estate, planned giving, or insurance policies.

Contributions can be made to honor an individual or in recognition of a timely milestone or achievement. A gift in memory of a family member or special person becomes a lasting tribute to her or his memory. Gifts to the Foundation may be designated to the Endowment, Grants Program, Club 21 Program, where needed most, or Disaster Relief Funds; unrestricted gifts will be used at the discretion of the Board of Trustees.

The Foundation is a 501(c)(3) not-for-profit Corporation; therefore, donations are tax deductible in the United States, to the extent allowed by law. Donors should consult their tax advisors to determine the potential tax benefit of any contribution.

Grant and program information and applications are available from the www.foundationaltrusa.org or from the International Office, 1 N. LaSalle Street, Suite 1955, Chicago, IL 60602

THE PLANNED GIVING PROGRAM

This program encourages individuals to help secure the long-term future of the Foundation, and thus continue the vision of Altrusa's First President Mamie L. Bass. Individuals who advise the Foundation that they have remembered it in their wills and/or estate plans become members of the Donor Roundtable and receive special recognition and a specially designed Donor Roundtable Paperweight.

CLUB 21

Altrusans can become members of Club 21 with an annual contribution of \$21 (US) or more. An individual Altrusa Club contributing a single donation of \$210 in any one year will become a member of Club Level Club 21 and will receive a specially designed Banner Ribbon. Contributions support activities of children with disease and disability, as well as international healthcare initiatives. Every biennium the Foundation Board reviews the policy and procedure for distribution of Club 21 funds. The international programs and children's camps supported by Club 21 may be found at www.foundation.altrusa.org

DISASTER RELIEF PROGRAMS

The Disaster Relief Programs enable Altrusa to respond to disasters around the world with swift, direct aid.

Through the International Foundation Disaster Relief Support Program, the Foundation Chair has the authority to initiate a contribution for any worldwide disaster as prescribed by the Foundation Policy. The Governor's Disaster Relief Fund enables the Foundation to respond to disasters specific to each District through requests initiated by a District Governor. The Altrusa Club Disaster Recovery Service Grants provide an opportunity for Altrusa Clubs worldwide to address the unmet and otherwise unfunded needs of a community following a disaster through an application for funds

submitted to the District Governor and then forwarded to the International Foundation.

Contributions are used to provide food, shelter and health services in the aftermath of disaster.

FOUNDATION ENDOWMENT FUND

The Endowment Fund is the Foundation's legacy to future generations of Altrusans and the communities they support. Contributions to the Foundation Endowment Fund will ensure the ability of Altrusans to be good citizens in their communities.

Interest income from the Foundation Endowment Fund provides funding for the following awards: the ASTRA Club Service Award, to recognize activities of Altrusa's service group for young people; the Letha H. Brown Literacy Award, to recognize Altrusa Club achievement in literacy service projects; the Dr. Nina Fay Calhoun International Relations Award, to recognize outstanding Altrusa Club achievement in international relations; the Mamie L. Bass Service Award, and the Altrusa International Foundation's Anna H. Settle Community Leadership Award, to recognize individual achievement by a volunteer service leader. Ultimately, interest income from the Endowment Fund also will provide all grant monies to be awarded by the Altrusa International Foundation.

FOUNDATION GRANTS PROGRAM

Through the Foundation Grants Program, the Altrusa International Foundation provides assistance to individuals and helps Altrusa Clubs carry out independent programs of community service, such as:

- Literacy projects sponsored by Altrusa Clubs, such as support for local literacy councils, book purchases for libraries, and literacy tutoring.
- Community service projects sponsored by local Altrusa Clubs that benefit the disadvantaged, including the elderly, battered women, the homeless, the handicapped, underprivileged children and individuals needing medical care.
- Graduate school assistance to international students from developing countries.
- Vocational assistance, including job training and retraining, equipment purchases for start-up businesses and employment-related personal rehabilitation programs.

Grants range from \$250 to \$4,000, are based upon the need and funds available and are subject to

specific selection criteria. For details, contact the Foundation Office or go to www.foundationaltrusa.org and click on Foundation. The Altrusa International Foundation reserves the right to make all final decisions on applications.

LAMPLIGHTER PROGRAM

Lamplighters are Altrusans who have contributed \$500 or more to the International Foundation in one calendar or fiscal year. Contributions can be made in one's own name or on behalf of someone else. Lamplighters receive a special Lamplighter Pin/Pendant. With each additional donation of \$500 in succeeding years, a diamond chip is added to the Lamplighter Pin/Pendant.

After ten (10) such contributions have been made, the donor will reach the "Lucente Lamplighter" level and will receive the special Lucente Lamplighter Pendant. This award level was established in 2005, and is named for retired Executive Director Josie Lucente, who served as the Foundation Administrator for over 20 years.

Altrusa Clubs are also encouraged to become Club Lamplighters through the Club Lamplighter Program. An Altrusa Club making a contribution of \$500 or more in one fiscal year will become a member of the Club Lamplighters and receive a Banner Patch. Lamplighter contributions that go toward a Club Lamplighter Award cannot also go towards an individual's annual contribution.

Lamplighters are recognized in the Foundation's Annual Report and at each Altrusa International Convention.

CLUB FOUNDATION UMBRELLA

In the United States, pursuant to the codes of the Internal Revenue Service (IRS), Altrusa International, Inc., is a 501(c)(4) not-for-profit organization. The Altrusa International Foundation, Inc., is a 501(c)(3) not-for-profit corporation. According to IRS provisions, donations to 501(c)(4) organizations are not tax deductible, while contributions to 501(c)(3) organizations are tax deductible. Because of these tax provisions, the Altrusa International Foundation applied for umbrella 501(c)(3) status, which the IRS granted in 1985. This means that any Altrusa Club in the United States can incorporate a local Foundation with 501(c)(3) status under the International Foundation's umbrella status.

INCORPORATING A LOCAL FOUNDATION

1. The Club's Board of Directors must approve the formation of the local Foundation. This approval should be clearly reflected in the minutes.
2. The Club's membership must approve the formation of the local Foundation. This approval should be clearly reflected in the minutes.
3. An attorney should prepare the local Foundation's articles of incorporation and Bylaws using the prototype provided by the International Foundation. Changes should only be made where necessary to conform to local law.
4. Before filing the local Foundation's articles of incorporation with the required state and/or county offices, the Club must submit to the International Foundation Office two (2) copies of the following:
 - Foundation Articles of Incorporation
 - Foundation Bylaws
 - Minutes of the Board of Directors and Club meetings during which the local Foundation was approved
 - Copy of completed Form SS-4, "Application for Employer Identification Number"

The International Foundation keeps one copy of the items listed above in the Foundation's permanent files, and sends one copy to the Foundation's Legal Advisor for review.

5. Upon the approval of the Legal Advisor (and after any changes required by the Legal Advisor are made), the Club files the local Foundation's Articles of Incorporation with the appropriate state and/or county office.
6. Once the Articles of Incorporation have been filed, the President of the local Foundation should send a memorandum stating the filing date to the International Foundation.
7. Form SS-4, "Application for Employer Identification Number," must be sent to the Internal Revenue Service. The local Foundation's Employer Identification Number must be sent to the International Foundation when it is assigned.
8. Once the Articles of Incorporation have been filed with the proper state and/or county office, the President of the local Foundation should write to the International Foundation Chair requesting inclusion of the local Foundation into the Foundation "group."

OPERATING INSTRUCTIONS

1. Separate bank accounts, as well as separate books and records, must be kept for the Club and the local Foundation.
2. Only funds relating to the local Foundation's service project activities (which may include contributions to the Altrusa International Foundation) should be recorded in the local Foundation's bank account and books. It is permissible to pay the expenses of a particular service project from the proceeds of a fundraiser.
3. Contributions to a local Foundation are tax-deductible in the United States. When making a contribution, only that portion of the contribution in excess of the "value" received, not the entire contribution, is deductible. For example, a local Foundation sponsors a fashion show/ luncheon, and charges \$15 for tickets. If the lunch costs \$5, then \$10 of each ticket is tax deductible. The tickets should indicate the amount that is tax deductible. For contributions of non-cash items (used clothes, etc.), the contributor (not a representative of the local Foundation) should specify the value of the donation. The local Foundation should be prepared to provide a receipt identifying what was donated.

Note: In the United States, the IRS has a schedule of allowable deductions for everyday, common, used items such as clothing or books. Valuable or uncommon items like an antique or rare set of books should be accompanied by an appraiser's certificate.
4. A local Foundation should have at least the minimum number of Directors required by state law. The Club's Board of Directors should not serve as the local Foundation's Board. If the local Foundation's Board includes non-Altrusans, the majority of Board members should be Altrusans.
5. Each year every local Foundation in the United States must file a Form 990, even if its "gross income" is less than \$25,000. Forms 990 and 990N E-Post Card can be found on the Internal Revenue Service website. Local Foundations should also check with the state to see if a state Form 990 is required. A copy of each completed Form 990 must be forwarded to the International Office. A local Foundation's Form 990 is separate from and in addition to the Form 990 the Altrusa Club must file.

- Each year in October/November, the International Foundation will send an Annual Report Form to all local Foundations. This form must be completed and returned to the International Foundation Office by its due date. This information is used to update the information on the International Foundation's Annual Report to the IRS.

Contact the Foundation Administrator at the International Office for more information.

ALTRUSA INTERNATIONAL FOUNDATION HISTORY

The Founders Fund Vocational Aid (FFVA) and Grants-in-Aid (GIA) programs comprised the Foundation's initial programming focus. FFVA was created in 1952 to help women enter and advance in the workplace: its roots were based in the organization's 1924 commitment to provide vocational guidance for women. GIA began in 1944 in an effort to help Latin American women pay unforeseen expenses as they studied to earn graduate degrees in the United States. This program was expanded to include women from the Middle East, Africa, Polynesia and Malaysia who were studying in any country having an Altrusa Club. The FFVA and GIA programs became models for many other agency and organization sponsored programs.

In 1977, Altrusa adopted literacy as an ongoing major service commitment. The Foundation followed in 1980 when its Board of Trustees voted to incorporate "Action for Literacy" as a service focus. In 1986, the Foundation refined and incorporated the FFVA and GIA concepts into one literacy-focused program known as ABC Literacy Grants.

The Foundation's impact has been seen in its sponsorship of ten village literacy schools in Kerala, India, and its participation in Project Literacy U.S. (PLUS).

The Annual Anniversary Gift Campaign was established in 1990. This campaign was used to fund non-literacy related service projects of Altrusa Clubs.

The Foundation Endowment Fund (originally Diamond Jubilee Endowment Fund) was established to commemorate the 75th Anniversary of Altrusa International, Inc.

In 2002, the Foundation celebrated its 40th anniversary. In celebration, the Fortieth Anniversary Campaign was established to increase the Endowment Fund.

ALTRUSA INTERNATIONAL FOUNDATION INSIGNIA



ALTRUSA INTERNATIONAL FOUNDATION COLORS

Burgundy and ivory

ALTRUSA INTERNATIONAL FOUNDATION, INC. LOGO

In keeping with the Logo designed for the Association and adopted at the International Convention in 2011, a new logo was created for use by the Altrusa International Foundation and Altrusa Club Foundations



ALTRUSA INTERNATIONAL LONG RANGE STRATEGIC PLAN

The International Board of Directors at its July, 1996 meeting approved the recommendation to establish a Long Range Planning Committee, working with a professional Facilitator, to develop a plan for Altrusa's future. The Committee began its work in January, 1998 using a strategic planning model.

Altrusa's Long Range Strategic Plan was adopted by the delegates at the 1999 International Convention and implementation began with the 1999-2001 biennium.

The Long Range Strategic Planning Committee is designed to monitor the organization's Long Range Plan, to review all its provisions established by the Board of Directors, evaluate progress made, and to recommend to the Board of Directors revisions and/or additions deemed necessary to ensure the completion of the basic program and administrative activities as stipulated in the Long Range Strategic Plan. By the end of the first year of each biennium the Board of Directors reviews the plan and makes revisions as needed.

Composition and selection of the Long Range Strategic Planning Committee can be found in the current International Bylaws and Policies, Policy 9I.

A complete copy of Altrusa's Long Range Strategic Plan is available for download from Altrusa's web site www.altrusa.org. The Plan is updated online as it is revised.

ALTRUSA INTERNATIONAL MISSION AND VISION

MISSION

Altrusa International provides community service, develops leadership, fosters international understanding and encourages fellowship by an international network of volunteers desiring to further the principles of the Association.

Adopted, 1990 (Revised 2012)

VISION

Altrusa: Leader among international organizations, improving communities worldwide through a network of grassroots activities by member clubs."

Adopted, 1999 (Revised 2012)

ALTRUSA KEY

Altrusa is the key to:

- Amity The woman in business and professional work needs friends whose interests differ from those which keep her busy throughout the working day. Altrusa offers Amity.
- Loyalty To such women, self-realization means, first of all, loyalty to one's own ideals. Next, it means loyalty to one's friends, to all women, to one's work, and to one's country. Altrusa stimulates Loyalty.
- Talent Talent needs recognition. No matter how great a person's ability may be, it never reaches its most effective level unless it is understood, encouraged and developed. Altrusa encourages the expression of Talent.
- Reciprocity Each woman needs not only contacts which will aid her, but a

chance to give corresponding benefit to others. Altrusa gives impetus to Reciprocity.

Unity When individuals form a unit which is so big in its aim that self is forgotten in the common purpose of the group, the next step in the evolution of womankind is accomplished. Altrusa develops Unity.

Service Because of amity, loyalty, talent, reciprocity and unity, Altrusa develops Service.

Achievement. Through such a plan of living and mutual stimulation, Altrusa brings Achievement

Adopted, 1925

(Historical Altrusa material, printed as originally written)

ALTRUSA KEY - UPDATED

Amity Community members in various fields of endeavor need friends whose interests differ from those which keep them busy throughout the working day. Altrusa offers Amity.

Loyalty To such members, self-realization means, first of all, loyalty to one's own ideals. Next, it means loyalty to one's friends, to their communities, to one's work, and to one's country. Altrusa stimulates Loyalty.

Talent Talent needs recognition. No matter how great a person's ability may be, it never reaches its most effective level unless it is understood, encouraged and developed. Altrusa encourages the expression of Talent.

Reciprocity Each person needs not only contacts which will aid her/him, but a chance to give corresponding benefit to others. Altrusa gives impetus to Reciprocity.

Unity When individuals form a unit which is so big in its aim that self is forgotten in the common purpose of the group, the next

	step in the evolution of humanity is accomplished. Altrusa develops Unity.
Service	Because of amity, loyalty, talent, reciprocity and unity, Altrusa develops Service.
Achievement.	Through such a plan of living and mutual stimulation, Altrusa brings Achievement

ALTRUSA MOTTO

Patriotism, Efficiency, Service

ALTRUSA PIN

The Altrusa pin is always worn proudly over the heart, affixed directly onto a blouse, sweater, suit lapel or dress. Out of respect, the pin must never be worn, elsewhere on person or as a garment decoration.

The design of the Altrusa pin parallels the changes made to Altrusa's insignia. When first introduced in 1921, the pin featured the Western Hemisphere. When Altrusa expanded into England in 1948, the insignia was changed to reflect the organization's growth beyond the Western Hemisphere and so featured the world from a polar perspective. A new pin incorporating this change was introduced in 1949. These first two were "domed" to enhance the effect of the world image. The newest version is larger than earlier pins, and uses a "block" style, sans serif typeface.

There are seven types of Altrusa pins.

- The **Member** pin The Altrusa emblem in blue and gold on white enamel.
- The **Honorary Member** The Altrusa emblem in blue and gold on white enamel with a gold bar with the words "Honorary Member" below.
- The **Club President** pin The Altrusa emblem in blue and gold on white enamel encircled with pearls.
- The **District Governor** pin The Altrusa emblem in blue and gold on white enamel encircled with pearls and sapphires.
- The **International Director** pin The Altrusa emblem in blue and gold on white enamel.
- The **International Officers** pin The Altrusa emblem in blue and white enamel on white gold, encircled with sapphires.

- The **International President** pin, The Altrusa emblem in blue and white enamel on white gold, encircled with diamonds.
- The **Executive Director's** pin: The Altrusa emblem in blue and gold on white enamel with a gold bar with the words "Executive Director" below
- **ASTRA Member** pin: The ASTRA emblem in gold, a star burst with the word ASTRA in the middle.

PRINCIPLES OF ALTRUSA

1. Altrusa is a builder of women.
2. Altrusa is an expression of the search for the best in character, in business, and in citizenship.
3. Election to Altrusa is an evidence of confidence which imposes upon the recipient the obligation to strive to be true to the highest standards of life in her personal and business relations.
4. Altrusa, in the very derivation of its name, is committed to the philosophy of unselfishness, the joy of giving rather than getting, and to the search for that happiness which is based upon spiritual worthiness.
5. Altrusa is practical idealism. Its service consists, not in saying great things, but in daily earnest practice of its principles.
6. Altrusa commends to its members an active interest in public affairs, realizing that the State is but the individual writ large.
7. Altrusa develops true leadership, concerned with accomplishment and not with recognition.
8. Membership carries with it no obligation to transact business with other members. It makes no promise of returns in any commercial specie. Its rewards are in proportion to the loyalty, unselfishness and character of the member herself.
9. Altrusa expresses good will for all mankind. It emphasizes the good and lets the evil sink into the oblivion it merits.
10. Altrusa is democratic; it knows no class, no favorites, but is founded upon merit alone.
11. Altrusa believes that the way to progress lies not in emphasizing the faults of men and their failure to give proper recognition, at times, to women in business, but rather in arousing

women to their responsibilities and their possibilities so that their accomplishments will blaze the trail for greater things.

12. Altrusa believes it is not enough to be good; Altrusans must be good for something. Each member must be doing the piece of work that is hers in a way that puts her in the front ranks of accomplishment.

Mamie L. Bass 1921

(Historical Altrusa material, printed as originally written)

THE ALTRUSA TRADITION

The Altrusa Tradition is a brief history of Altrusa International, Inc. in a booklet format. This booklet was first distributed at the 1985 International Convention in Boston, Massachusetts, was revised as Altrusa prepared to celebrate its 75th anniversary in April 1992 and continues to be updated as needed. A current copy of *The Altrusa Tradition* is available to all members on the Members only side of the International web site at www.altrusa.org, in the Membership Kit located under the Membership tab .

ASTRA

ASTRA is a volunteer organization for youth and young adults, ages 11, sponsored by local Altrusa Clubs as part of their overall community service program. The sponsoring Altrusa Club supports the ASTRA Club with two or more Altrusa members, usually including the ASTRA Committee Chair. These Altrusans guide ASTRA Club members in developing program plans and service projects.

ASTRA is an acronym formed from:

Ability – To know that all of us have special talents to share with others.

Service – To improve the lives of those less fortunate in the community.

Training – To develop leadership ability and potential.

Responsibility – To learn to accept obligations and know the satisfaction of carrying projects through to a successful conclusion.

Achievement – To experience success; to know that a group can accomplish so much more than any one individual.

International Policy 1 governs the operation of ASTRA clubs. Current information is also found in

the ASTRA Advisor's Guide and ASTRA Member's Guide. These ASTRA guides are available for download online at www.altrusa.org.

ASTRA Clubs elect their own Officers, and appoint Committees.

ASTRA does the following:

1. Provides an opportunity for youth/young adults to use their time and talent to enrich the lives of others;
2. Works with other local civic and volunteer groups (including the sponsoring Altrusa Club) on service projects of lasting benefit;
3. Interacts with the business, professional and civic leaders who are members of the sponsoring Altrusa Club;
4. Offers a unique opportunity to form lasting friendships and share ideas, goals, and aspirations with peers;
5. Develops leadership potential by assuming positions of responsibility;

Enables the youth/young adults to be a part of the Altrusa International Family – ASTRA and Altrusa Club members, working together to make an impact on today's world!

ASTRA ALUMNI PROGRAM

The ASTRA Alumni program was established in 2019 and was developed to enhance Altrusa's ability to maintain links with our ASTRA members and grow the next generation of Altrusans. The program is for ASTRA members 18 years and older. Alumni need to complete the Alumni application form and their details will then be recorded in our Group Tally Membership Data base against the Alumni Club. The International ASTRA committee will be charged with maintaining connection through social media and an Alumni newsletter and Clubs may request from International contact details for Alumni members in their local area.

ASTRA CLUB SERVICE AWARDS

Funded by the Altrusa International Foundation, the ASTRA Club Service Award annually recognizes an ASTRA Club for the service they conduct in their communities and schools.

For the most current Award information, refer to the Altrusa website or contact the Altrusa International Office.

ASTRA COLORS

Blue and gold

ASTRA LOGO



ASTRA INSIGNIA



ASTRA MOTTO

Growing in Service

BUDGET, CLUB

Each Club must prepare two separate budgets: a general operating budget and a service project budget. The Finance Committee prepares the budgets, incorporating the projected income and expenses provided by the Club's officers and Committee Chairs. In the absence of a member approved budget, all expenditures must have member approval. Further information on preparing budgets is provided in the Club President's Manual.

THE GENERAL OPERATING BUDGET

The general operating budget is based on anticipated income from membership dues and processing fees and on estimated income from sources other than solicitations of the general public.

THE SERVICE PROJECT BUDGET

The service project budget is based on the anticipated income from any fundraising activities held during the current year, any unexpended service project funds from the preceding year, and donations earmarked for service projects. This budget provides for service expenses, including the following:

- Donations to fund community or international projects

- Material and service purchases for service projects
- Fundraising expenses

Note: Contributions to the Altrusa International Foundation may be budgeted in either the general operating or service project budget. All Club members and the general public should be solicited for additional voluntary contributions. A Club in the United States that establishes a 501 (c)(3) foundation also must establish a separate budget for the foundation's operations in accordance with all provisions contained in the information supplied to Clubs by the Altrusa International Foundation.

BUDGET, DISTRICT

Each District Finance Committee prepares a budget in support of its plan of action for the biennium. The proposed budget is presented to the membership at the District Conference for approval.

The primary income source is District dues paid by each member. Typical expenditures may include expenses for club visits, District Service Bulletin, web site expenses, new club building, club revitalization, awards, etc.

BUDGET, INTERNATIONAL

In accordance with International Bylaws, Article XVII and International Policy 8A, The Executive Director in consultation with the President, President Elect and Treasurer prepares an operating budget for each biennium to be presented to the Finance Committee for approval; the Chair of the Finance Committee then present the Budget to the Board of Directors for review and approval. The budget as endorsed by the International Board then is made available to the membership through an official publication at least sixty (60) days before the International Convention. Finally, the budget is presented for approval to the Delegate Assembly at the International Convention.

BYLAWS

Bylaws are the set of rules an organization adopts for use in governing its own meetings or affairs. In Altrusa, each level of the organization – Club, District, and International – is governed by a set of bylaws.

Following each Convention, Altrusa International publishes an updated *Altrusa International, Inc. Bylaws* which contains Articles of Incorporation, International Bylaws, District Bylaws, Club Bylaws and International Policies. This document is made

available for all members via the International web site, www.Altrusa.org.

INTERNATIONAL BYLAWS AMENDMENT PROCEDURE

The power to make, alter, amend or repeal the International Bylaws is vested in the members entitled to vote at Convention, subject to the laws of the State of Indiana, and to the provisions of the Articles of Incorporation. A two-thirds (2/3) vote is required to adopt, alter, amend or repeal. At least sixty (60) days prior to the date of such Convention, notice is given to the membership of any proposed amendments to Bylaws to be placed before the Convention Body.

DISTRICT BYLAWS AMENDMENT PROCEDURE

The power to make, alter, amend or repeal the Bylaws of the District is vested in the members entitled to vote at Conference. District Bylaws may be amended at any regular District Conference by a two-thirds (2/3) vote, provided a notice of any proposed amendment was circulated at least sixty (60) days before the Conference.

District Bylaws are amended automatically according to the amendments adopted by a vote of the members at the biennial International Convention.

District Bylaws are subject to the laws of the State of Indiana, the provisions of the Articles of Incorporation, and the International Bylaws. No amendment inconsistent with these can be adopted.

Note: No amendment adopted by the District is effective until it is approved by the International Bylaws, Resolutions and Recommendations Committee.

CLUB BYLAWS AMENDMENT PROCEDURE

Club Bylaws may be amended at any regular meeting by a two-thirds (2/3) vote of the members present, provided notice of any proposed amendment was presented to all members at least ten (10) days before the meeting.

Club Bylaws may be amended at the Club's annual meeting without previous notice by unanimous vote.

Club Bylaws are amended automatically according to the amendments adopted by a vote of the members at the biennial International Convention.

Club Bylaws are subject to the laws of the State of Indiana, the provisions of the Articles of Incorporation, and the International Bylaws. No

amendment inconsistent with these can be adopted.

Note: No amendment adopted by the Club is effective until it is reviewed by the District Bylaws, Resolutions and Recommendations Chair. After review, the District BRR Chair reports back to the Club and to the District Governor. Rejection by the District BRR Chair may be appealed to the full International BRR Committee upon written request of two (2) Club members.

BYLAWS, RESOLUTIONS AND RECOMMENDATIONS (BRR) COMMITTEE

INTERNATIONAL

Per International Policy 3, The International Bylaws, Resolutions and Recommendations (BRR) Committee is designed to facilitate the procedural work of Altrusa, it is composed of a Committee Chair appointed by the International President and approved by the Board of Directors, and two Committee members appointed by the International President in consultation with the Chair of the BRR Committee to serve through to the next Convention.. The organization's Legal Advisor and Parliamentarian may serve in a consulting capacity.

The BRR Committee combines, edits, synthesizes, and clarifies any proposed bylaw, resolution or recommendation for presentation to the International Board of Directors, the Executive Committee, and the Delegate Assembly at Convention.

The BRR Committee may refer proposed Bylaws, resolutions and recommendations to other entities within Altrusa for further assistance, development, and preparation of background papers and rationale, with notification to those initiating the proposed Bylaw, resolution or recommendation and full explanation of the BRR process on the proposed issue.

The BRR Committee will submit a semi-annual report to be issued to the International Board of Directors, Past International Presidents, Past Governors, Club Presidents and District BRR Committee Chairs. The report will list all policy changes made by the International Board of Directors at its regular meeting.

DISTRICT

The District BRR Committee is parallel to the International BRR Committee in purpose and function. The District Committee is comprised of a Chair appointed by the Governor and two (2) members elected by the District Board of Directors to serve through the Governor's biennium.

CLUB

At the Club level, the BRR Committee is composed of at least two (2) members who are appointed by the President. The Committee informs the membership of Bylaws and Policy changes and helps Club members prepare proposed Bylaws, resolutions, recommendations, and Club policies. The BRR Chair should lead discussion of proposed Bylaws, Rules and Recommendations with the local Club membership in preparation for voting at the District Conference and International Convention.

CLUB ANNUAL REPORT

The Club Annual Report is developed by the International Board of Directors. Per International Policy 4A, the Club Annual Report is completed online. The International Office sends each Altrusa Club a link to the official Annual Report forms electronically. Any information needed in the report, that is already available at the International Database will be prefilled when the reports are opened for data entry. The reports are used to assess local, district and international progress. The information on the reports is compiled by the international office and shared with the International Board of Directors, the District Governors and the Program Committee Chairs.

CLUB EVALUATION

The local Club Strategic Plan serves as the tool for the Club to annually evaluate itself. Refer to the Local Club Strategic Plan as well as International, District and International Strategic Plans.

CLUB OFFICERS AND STRUCTURE

CLUB BOARD OF DIRECTORS

Per Club Bylaws, Article VIII-Xiii, the Board of Directors is composed of the President, President-Elect (optional), one or two Vice Presidents, Secretary, Treasurer, immediate Past President and the number of Directors specified in the Club Bylaws. The term of office for each member of the

Club Board of Director shall be as specified in the Club Bylaws, but not to exceed two consecutive years.

GENERAL RESPONSIBILITIES

- Determine Club policies in line with local, District and International Bylaws.
- Transact all Club business otherwise assigned.
- Act upon all recommendations for membership.
- Supervise Club activities.
- Fill vacant offices between elections.
- Grant leaves of absence.
- Designate a place to deposit Club funds.
- Approve expenditures of funds.
- Provide for the bonding of the Treasurer at Club expense.
- Provide for annual audit of Club books.
- Advise Club members of Board actions through the Club newsletter and Club meetings.
- For good cause, declare any office vacant.
- Recommend the operating and service budgets to the membership for approval.
- Direct the development, review and implementation of a Strategic Plan.

PRESIDENT

As the Club's top officer, the Club President holds the Club's most challenging position. At the same time, the office of Club President offers the most reward as it is the office most able to move the Club forward. With the help of the Board and individual Committee members, the Club President can help the membership attain exciting new service achievements, as well as, gain greater community recognition for the Club. In addition, Club Presidents develop the type of leadership skills that are needed and drawn upon by the District (when slating officers or appointing Committee Chairs) and International (when making Committee appointments).

The *Club President's Handbook* is available on the International web site and has much detailed information for use by club presidents.

GENERAL RESPONSIBILITIES

Prior to taking office a President shall:

- Recruit Chairs and Committee members for the standing and other Committees, except for the Nominating Committee. The President's appointments shall be subject to the approval of the Board of Directors
- Review the Strategic Plan.

- Along with other elected officers develop a program for the Club year.
- Oversee the preparation of the upcoming budget
- Work with other elected Officers and Committee Chairs in preparing for their responsibilities.

After taking office the President shall:

- Run all meetings efficiently and in accordance with parliamentary procedure.
- Work with Board members to update and implement the Club's Strategic Plan.
- Along with Club Members, implement the program developed with the Board.
- Serve as chair of the Board of Directors and as an ex-officio member of all committees, except the Nominating Committee.
- Appoint such special committees as may be necessary.

RESPONSIBILITIES TO THE CLUB

- Assume the leadership role of President.
- Prepare a written agenda for all Club meetings.
- Preside with enthusiasm at meetings and express public appreciation for its achievements.
- Follow approved parliamentary procedure.
- Share District and International communications involving the membership.
- Share pertinent information from District and International mailings with officers and Committee Chairs as soon as possible.
- Oversee the proper functioning of Club Committees.
- Serve as the Club's community representative, attending functions where Altrusa should be represented, or appointing another member to serve as the Club's representative.

RESPONSIBILITIES TO THE BOARD

- Schedule a time and place for regular Board meetings.
- Prepare an agenda for Board meetings and send advance a copy to every Board member.
- Preside at Board meetings and follow approved parliamentary procedure.
- Assure the approval of an Annual Budget.
- Allow time for full discussion of important business.

- Present the Boards' actions and recommendations to the membership in concise and clear language
- Give advance notice of business to be considered by the Club when the bylaws so specify.

RESPONSIBILITIES TO THE DISTRICT

- Keep two-way lines of communication open between District officers and Committee Chairs.
- Work to have the Club's full delegation of representatives attend District Conference.
- Ensure that the Club submits entries for District award competition.
- Keep Club members aware of the scope of their membership by encouraging participation in District functions.
- Send recommendations approved by the membership to the District Bylaws, Resolutions and Recommendations Committee Chair for future consideration by the District Board of Directors or Delegate Assembly.
- Make sure that all District reports are filed on time including the annual club activity report.
- Direct the arrangements for the official visit of the District Representative; once the time of the visit is established, it is the President's responsibility to do the following: a) advise the District Representative of any Club problem or concern that should be addressed during the visit; b) provide the District Representative with a current Club yearbook and several back issues of the Club newsletter; c) oversee local arrangements, such as accommodations (paid by the District) and publicity; and d) arrange for the District Representative to meet alone with the Board of Directors.

RESPONSIBILITIES TO INTERNATIONAL

- Implement the Altrusa International program, theme, and goals by making them an integral part of the total Club program.
- Keep members "thinking International" by raising their awareness of International matters and the impact of their membership in the Association.
- Relay any International bylaw or policy changes or other International Board or Foundation decisions to the Club membership.
- Work to have the Club's full delegation of representatives attend International Convention.
- With the approval of the Club membership, send written statements in support of

candidates to the International Nominating Committee.

- With the approval of Club membership, send recommendations to be considered by the International Board of Directors or Delegate Assembly to the International Bylaws, Resolutions and Recommendations Chair.
- Make sure that all reports required by International are filed on time.

INCOMING PRESIDENT

PRESIDENT-ELECT (OPTIONAL)

The decision to have a President-Elect is a local Club option. The President-Elect assumes the office of President at the expiration of the term of the current President or upon the inability of the current President to complete the term of office.

GENERAL RESPONSIBILITIES

- Attend all meetings of the Board of Directors.
- Be prepared to act as President whenever required; this means being familiar with current Club activities and meeting agenda items.
- Know parliamentary procedure.
- Act as a sounding board for the President.
- Be fully acquainted with the duties of the President.
- Fulfill obligations as described in the President's Calendar.
- As requested by the President, accept assignments to represent the Club at community meetings.
- Be willing to carry out any special assignments that will strengthen and expedite the work of the Club.

VICE PRESIDENT(S)

The Vice President(s) acts in (order of succession) in the President's or President-Elect's absence or inability to serve.

GENERAL RESPONSIBILITIES

- Attend all meetings of the Board of Directors.
- Be prepared to act as President when required; this means being familiar with current Club activities and meeting agenda items.
- Know parliamentary procedures.
- Act as a sounding board for the President.
- Be knowledgeable about the Club's administration and procedures.

- As requested by the President, accept assignments to represent the Club at community meetings.
- Be willing to carry out any special assignments that will strengthen and expedite the work of the Club.

DIRECTORS

Each Director is elected for a two-year term. The number of directors elected in even and odd numbered years is determined by the local Club Bylaws.

GENERAL RESPONSIBILITIES

- Participate in Board activities
- Support and advocate for the actions/decisions of the Board.
- Accept and carry out special assignments from the President or the Board

SECRETARY

The Secretary is a club officer and a voting member of the Board of Directors.

GENERAL RESPONSIBILITIES

- Take minutes of all Club and Board meetings.
- Keep a record of attendance at all meetings.
- Sign the credential cards (with the President) of the delegates and alternates elected to represent your Club at District Conference and International Convention.
- Maintain the Club's permanent records, including all minutes and any papers the Club orders to be placed on file. These records are kept separate from the records kept by other Club officers and Committee Chairs.
- Issue notices of Club meetings.
- Handle the general correspondence of the Club and President as requested, excluding correspondence which relates specifically to the responsibilities of other Officers and Committee Chairs.
- Send invitation-to-membership letters immediately following the Board's acceptance of prospects.
- Complete the Application for Affiliate Membership Form for a member leaving the club and moving to an area where there is not currently an Altrusa club.

- Complete Member Referral Forms for active members moving to a community having an Altrusa Club.
- Send the slate of candidates for Club Officer and Director positions to the Club membership immediately following receipt from the Nominating Committee.
- Within the first ten days following elections, send the names and addresses of newly elected Officers and Directors to the International Office and the District Governor.
- Send the names of delegates and alternates to the District Secretary immediately following elections.*
- Send the names of International Convention delegates and alternates to the International Office immediately following elections.*

*Credential cards are sent to the Club President and Secretary to sign and give to the elected delegates and alternates.

GUIDELINES FOR PREPARING MINUTES

Minutes are the official, legal record of a Club. Minutes keep absent members informed of the Club's business; help Club leaders follow up on assignments and actions; help formulate the agenda for future meetings; give continuity to the procedures and traditional activities of the Club; provide a valuable review of the activities of the past; and are valuable resources in assessing member participation when considering Committee Chair appointments and officer nominations.

Include the following information when preparing the minutes of business and program meetings:

- Club name, type of meeting (business, program or special), place, date, and time meeting convened
- Names of those present (guests' names optional).
- Call to order and the name of the presiding officer
- Correction and approval of the minutes as read, as printed in the newsletter, or as distributed
- Treasurer's report, copy attached, is filed for record
- The exact wording of motions, the name of the maker, and the motion's outcome
- The exact wording of any amendments made to motions, the name of the maker and its seconder, and the amendment's outcome
- The exact wording of a Committee assignment, including any power to act, the due date, and the names of Committee Chairs and members

- Time of adjournment.

Note: Club Bylaws require the election of a Club Secretary but a Club may elect or appoint a Corresponding Secretary to assist the Secretary to perform all necessary tasks.

TREASURER

GENERAL RESPONSIBILITIES

- Serve as the Finance Committee Chair and help plan the year's budget.
- Send new members' dues to District and International.
- Receive, record, and promptly deposit all Club funds into the Club account at the bank designated by the Board of Directors.
- Pay all bills and dues balances promptly.
- Send dues notices to members; issue and sign membership cards when dues are paid.
- Notify Active members of any failure to pay dues, or late charges required by the International Bylaws.
- Send annual dues and non-member subscription payments to the International Office; send District dues to the District Treasurer.
- Report new members (enclosing per capita dues and processing fee) and any membership changes promptly to International and District.
- Present a monthly report to the Board and membership; prepare a statement of the fiscal year's income and expense to present at the Club's annual meeting; submit the accounting books for annual audit.
- Maintain the Club membership records, showing classification, job title, home and business address and telephone numbers for each member.
- Verify and update the Club membership roster received annually and return it to International. The Club roster is always available on line and should be updated regularly as changes in membership information are received.
- Understand current policies and procedures for collecting and submitting International and District membership dues and fees, District Conference fees, International Convention fees, and subscription payments for the International publications.
- Foundation Contributions to all funds; (Grants Fund, Endowment Fund, Disaster Fund and Club 21) are welcomed throughout the year. Contributions in honor of individual members or non-members are also encouraged.

- All Foundation contribution checks should be made payable to the Altrusa International Foundation, Inc. and mailed to the International Office. Treasurers can collect member contributions and send them in a single check to the Foundation. (In the United States, the member's cancelled check serves as proof of the charitable donation when claiming a deduction from the Internal Revenue Service. In the case of cash contributions, the Treasurer should give the member a receipt.)

A Treasurer's Guide with detailed information is provided annually to each Club by the International Office.

IMMEDIATE PAST PRESIDENT

The Immediate Past President serves as a voting member on the Club's Board of Directors for the term of the successor. When a President is elected for a second term, the immediate Past President also serves a second term.

GENERAL RESPONSIBILITIES

- Participate in Board activities.
- Advise the President as requested.
- Assure a prompt transfer of workbooks, files, and records from current officers and Committee Chairs to their successors by the beginning of the new Club year.

CLUB COMMITTEE CHAIRS

GENERAL RESPONSIBILITIES

- Prepare for the office or Committee Chair appointment, starting immediately after the March election to learn about the Club and about your specific duties.
- At the beginning of the fiscal year provide committee budget information to the Finance Committee Chair.
- Keep a file and/or workbook defining the duties and objectives of the assignment.
- Set up a calendar for each month, making notations during the year on "how you did it" so your successor will have a clear idea of the pattern of work.
- Prepare a written report for the Club's annual meeting on your responsibilities, duties, and accomplishments.
- Emphasize and become role models in member recruitment.

- Attend workshops, leadership seminars, District Conferences and International Conventions.

CLUB STRATEGIC PLANNING

Club Strategic Planning is the most important link to Altrusa's Long Range/Strategic Plan. Our plan's ultimate success will only be fulfilled with the committed involvement of Clubs. Guidance on preparing an effective club strategic plan is included in the Club President's Manual which is available in the Leadership section at www.altrusa.org.

The keys to that link are the working partnerships we establish within International, Districts and Clubs. Thus, the Strategic Planning Program was developed in 1999-2001. Each District appointed a trainer to teach Clubs the basics of strategic planning with Altrusa's Long Range/Strategic Plan as the guide.

WHAT IS STRATEGIC PLANNING?

- It's an effort to guide your Club in what it does, and why it does it.
- It's keeping a consistent goal-oriented focus for current and future club leadership to follow.
- The planning process is setting goals - a developmental tool to help you get there, so actions and goals are not forgotten.

A strategic plan is like a road map - keeps you focused on where you are headed, helps you to reach your destination and suggests options for adjusting the route along the way

WHAT ARE THE BENEFITS OF A STRATEGIC PLAN?

- Leads to action - keeps your Club energized and active.
- Builds a shared vision that is value based - everyone thinking along the same lines.
- Is a participatory process for board and members to take shared ownership.
- Offers accountability to your community - helps Altrusa to be known and respected in your community.
- Is sensitive to your Club's environment - what your Club wants to accomplish.
- Requires openness and communication involving your entire Club.

INTERNATIONAL, DISTRICT, AND LOCAL CLUB PLANNING

By building strategic plans based on the goals and objectives of Altrusa International; together we will

be creating the opportunities and activities for action plans that will provide the direction for long term growth and vitality for Altrusa.

The Altrusa Strategic Planning Guide on the International web site www.altrusa.org provides guidance for Clubs and Districts in their strategic planning activities.

COMMITTEES

There are two types of Committees in Altrusa: Standing and Special. Standing Committees at the District and Club Levels mirror International Standing Committees. The designation of Standing Committee on the District and Club levels reflects the responsibilities of these Committees at the particular level. Each District and Club is free to appoint any Special Committees it needs for proper operation of the organization.

COMMITTEES, INTERNATIONAL

INTERNATIONAL STANDING COMMITTEES

As prescribed in International Bylaws Article X and International Policy 5, the following are International Standing Committees. The roles of these committees are prescribed in the Bylaws and Policies documents.

- Service Program Development
- Leadership Development and Training
- Membership Development
- ASTRA
- Communications
- Bylaws, Resolutions and Recommendations
- Nominating
- Finance

PROGRAM COMMITTEE

The standing Committees for Service Program Development, Leadership Development and Training, Membership Development, ASTRA, and Communications, function as the International Program Committee for each biennium. Each Committee has a Chair and a Vice Chair. Members for the Committees are solicited from the membership and are strongly encouraged to participate in the work of the committees.

GENERAL RESPONSIBILITIES

These Committees are involved in the development and implementation of programs in support of biennium goals. Related discussion can be found under International Program Planning.

NOMINATING COMMITTEE

GENERAL RESPONSIBILITIES

Article XIV, Section 2 governs the composition of the Club Nominating Committee. International Policy 5A governs the process for nominations at all levels of the organization. Referral should be made to District and Club policies regarding the process for nominations at these levels of the organization.

ASTRA COMMITTEE

GENERAL RESPONSIBILITIES

- Encourage the growth of ASTRA Clubs in each District.
- Secure judges for the ASTRA Service Awards.

FINANCE COMMITTEE

GENERAL RESPONSIBILITIES

The Finance Committee reports to the members annually by providing a financial statement composed of a balance sheet and profit and loss statement, plus an end of the year comparison of actual expenditures of the current year and the immediate prior mid-year actual expenditures versus current budget figures. These reports are distributed to the Clubs prior to the end of the quarter following the close of the fiscal year.

For a detailed description of the responsibilities of the International Finance Committee, see the International Bylaws and Policies.

INTERNATIONAL SPECIAL APPOINTEES

The following special appointments are made each biennium:

- Legal Advisor
- Parliamentarian
- United Nations Representative and Alternate Representatives
- Chairs of Special Committees

Legal Advisor: The International Legal Advisor is a licensed, practicing attorney and a member of an Altrusa Club who is appointed by the International President (with the approval of the International Board of Directors) to advise and counsel the Board of Directors on all matters of law affecting the International organization. When requested, the Legal Advisor also helps Districts and Clubs resolve

legal problems arising from their activities. The Legal Advisor may not serve as a member of any Committee (International Bylaws, Article XIV).

United Nations Representative: The United Nations (UN) encourages representation and participation from "the peoples of the world" through its Non-Governmental Organization (NGO) program. Since 1946, Altrusa has cooperated with the UN as an NGO. Altrusa has an official representative at the UN.

Altrusa International has NGO accreditation to the Economic and Social Council (ECOSOC) and the Department of Public Information (DPI). Each UN body within the auspices of ECOSOC has an equivalent NGO Committee in which NGO representatives are urged to become participating members. Altrusa is also a member of CONGO (the Conference of Non-Governmental Organizations in Consultative Relationship with the United Nations). CONGO is an independent, international, non-for-profit membership association of NGOs that facilitates the participation of NGOs in UN affairs.

Our United Nations Representative and Alternates are appointed each biennium and serve in the following ways:

- Attend weekly briefings (from September through May) for NGOs, serve as a participant member of Committees and/or sub Committees of selected ECOSOC programs, and attend a variety of other UN meetings.
- Provide reports on significant issues and events.
- Arrange opportunities for visiting Altrusans to attend briefings and other meetings.
- Provide UN material as requested to members and as may be obtained on any UN related topic.

Clubs are encouraged to remember and, when appropriate, celebrate United Nation Observance Days.

GOVERNORS' COUNCIL

The Governors' Council is established in accordance with International Policy 64. Essentially, it is an informal body (no voting rights) which allows the Governors from each district to share ideas and to provide input to the Board of Directors regarding issues being faced by Districts and Clubs.

COMMITTEES, DISTRICT

DISTRICT STANDING COMMITTEES

Before taking office as Governor, the Governor-Elect makes special and standing Committee appointments for the coming term. The following are District Standing Committees:

- Service Program Development
- Membership Development
- Leadership Training
- Communications
- New Club Building
- ASTRA
- Bylaws, Resolutions and Recommendations
- Nominating
- Finances

In addition, the District Board of Directors establishes the following Conference Committees as needed: Credentials, Elections and other Committees.

COMMITTEES, CLUB

CLUB STANDING COMMITTEES

Per Club Bylaws Article XIV the Club standing committees are:

- Service
- Membership Development
- Communications
- Finances
- Nominating

With the exception of the Nominating Committee (which is elected by the membership), the Club President appoints the Chairs and Vice-Chairs of the Standing Committees. Standing Committees can be subdivided. The new Committee structure benefits smaller Clubs that want to concentrate on one or two major areas of service. By subdividing Standing Committees to create one or more special Committees, large Clubs can effectively use the talents of all their members.

SERVICE COMMITTEE

GENERAL RESPONSIBILITIES

The focus of the Service Committee is on addressing community needs. The members of the Committee must be familiar with the community

and willing to investigate ways the Club can contribute its resources and time.

To help identify possible community service projects, the Committee should invite prominent local leaders as guest speakers to discuss emerging needs. The leadership of other organizations may also provide useful insights. It is important to know the plans of other local service organizations and to identify ways Altrusa can join forces. Many times, joint projects foster greater public interest and financial support.

The Service Committee can investigate the following topics for ideas: population changes, health concerns, the schools, area recreation, needs of the elderly, social services, environmental problems, tourism, safety concerns, needs of the disabled and conservation. The Committee also should investigate forming an ASTRA Club with a local school. A special Club Committee on ASTRA could be formed as a part of the Service Committee's outreach.

To be effective, community service projects must fit the Club's goals and the interests of the majority of the members. The goal of the Service Committee is to maximize the time and talent of the membership. Select projects that will benefit the community and enhance Altrusa's image.

A Club's service projects can be handled by the Service Committee, or Special Committees or Sub Committees can be established to deal with projects, such as: ASTRA Clubs, literacy or any area that merits special attention.

MEMBERSHIP DEVELOPMENT COMMITTEE

GENERAL RESPONSIBILITIES

Membership Development deals with these essential areas: the recruitment, orientation, continuing education, leadership training, and retention of members.

All members must assist the Committee in the identification and recruitment of new members. One of the responsibilities of membership is to seek out and refer potential new members to the Membership Development Committee or invite prospective members to visit at a regular Club meeting.

The Committee must work with the members responsible for planning regular Club meetings, so visiting prospective members form a good impression of the Club. Prospective members must

feel welcome, and every member has a role to play in this process.

Every Club has its own procedures for inviting individuals to become members. The Membership Development Committee must have an orientation program in place. New members must be given the appropriate materials on Altrusa and the Club. The "New Member Kit" from Altrusa International is designed for this purpose. New members are initiated at a regular Club meeting and receive the membership pin from the President or another Officer. Initiating new members during the official visit of the District Governor or other District Board Members can make the experience more meaningful.

The procedure for processing prospective new members is as follows:

- Check that two members in good standing sign the Recommendation for Membership Form. Obtain from them any supplemental information that will be helpful.
- Indicate on each Recommendation for Membership form: a) the date of the prospective member's acceptance or rejection by the Committee, b) the date of acceptance or rejection by the Board of Directors, c) the date the invitation to membership was mailed, and d) the date the invitation was accepted or declined.
- File all Recommendation for Membership Forms.
- Report the names of all new member sponsors to the International Office. Altrusans who sponsor new members will receive acknowledgement from the International President as per the biennium program plan for sponsor recognition.
- Submit International and District dues as necessary.

COMMUNICATIONS COMMITTEE

GENERAL RESPONSIBILITIES

The primary goals of the Communications Committee are to keep the membership fully informed of all activities and plans and to generate publicity for the Club in the local news services.

The Club's newsletter editor should be a member of this Committee. The Club's newsletter should be produced and sent to every member at least once a month. It may also be important to send the newsletter to others in the community who might be interested in what Altrusa is doing. The President,

Board of Directors and Committee Chairs must be aware of publication and copy deadlines and cooperate fully with the editor.

The Club's yearbook editor also should be a member of the Communications Committee. The yearbook should include the following: a schedule of Club meetings; roster of members; a listing of the Club's Board of Directors; a listing of District and International Officers; and interesting facts about the Club and its history.

Having a club website is an important way to provide information for current and prospective members. The Club's webmaster is another important member of the Communications Committee. The club website is also a good place to provide access for members to important club documents and timely information. Assuming the club has a website, a link to it should be provided to the District and International websites.

In order to present a standard image and presence for all the Districts and Clubs. International developed specific website requirements and guidelines while allowing Districts and Clubs the ability to customize content.

The Districts will bear the administrative costs (\$1,500) for initial setup of the websites during the first biennium of implementation (2011-2013). After this first investment, the annual maintenance charge for the District website will be \$100; the club pages under the aegis of the Districts will be free to the Clubs. A District that has a webmaster able to do the customization of their website, the annual charge will not be imposed.

A club that chooses to have a separate website and have no webpage with the District website will cost the club \$500 for the initial conversion (payable at \$250 per year during the biennium) and will be charged annual \$100 per year cost for its website to International.

Districts and International send information to Club Presidents on a regular basis. This information should be shared with the Communications Committee and the Club's newsletter editor. Members want a full picture of the organization—what District and International are doing and what their goals and objectives are. The Committee should keep an eye on local newspapers and publications and share items of interest with the membership through the newsletter or Club meeting.

Use every local media source available, for example:

- Review the newspapers that are circulated in the community and note the ones that publicize information about local organizations and civic activities. The Chair or a member of the Committee should visit the newspapers and find out how the paper chooses local news items for publication and the deadlines for each issue. Find out about photographs: how must they be submitted and labeled? Will the newspaper send a photographer to cover your Club event? Newspapers will consider printing your Club news if you follow their guidelines.
- A member of the Committee should visit local television and cable stations to learn their policy on public service announcements. Take a copy of Altrusa's 20 second and 50 second Public Service Announcements (PSA) and find out the possibilities for using these in connection with a future Club project or membership recruitment promotion. The samples PSA are found on the International web site at www.altrusa.org.
- Explore the use of publications that are distributed by local real estate firms or other businesses. Find out the guidelines for having your Club's activities listed. Don't overlook local church bulletins that note Clubs' charitable activities.
- Members are public relations representatives for the Club. Their ability to highlight local, District and International programs and activities will enhance the image of Altrusa in the community.
- The Internet is another resourceful communication tool. Explore other websites to see how they are being utilized as a communication tool.

FINANCE COMMITTEE

In some Clubs, the Finance Committee manages the Club's operating budget only. In other Clubs it also may deal with both the service budget and any fundraising activities that support service programs. Some Clubs will want to form separate Committees, for example, a Fundraising Committee or a Ways and Means Committee.

- The Finance Committee prepares the Club's operating budget for approval by the Board of Directors and the membership.
- Each officer and Committee Chair should submit a request for funds.
- Obligatory budget items are: a) the International Convention Fee, b) the District Conference fee, c) International dues, d)

District dues, e) estimated Club administrative expenses, f) estimated Club service project expenses, and g) an allocation for sending delegates to the biennial International Convention. In non-Convention years, hold the allocations in reserve.

- A line item should be included to send Club delegates to the District Conference.
- A line item could be included for Club participation in any special District workshops.
- A line item could be included for Club participation in the Foundation's Endowment Fund.

Prior to the Club's annual meeting, submit a report to the Board of Directors with recommendations for improving fiscal procedures, if any. After publishing the report in the Club's newsletter for the annual meeting, the Committee should present the proposed budget for discussion and approval.

If the Club has a separate Committee to raise funds for service projects and handle all other non-administrative matters, this Committee must consult with the Board of Directors and all Committees dealing with service to make its plans.

It may be best to conduct one major fundraising activity a year, rather than to attempt several smaller efforts. All fundraising activities should offer a service or useful product and publicity must inform the public about: a) the importance of the project, b) how much money is needed and how it will be spent, and c) who benefits from the project. When planning a fundraiser, be aware of all local and governmental regulations related to fundraising activities.

NOMINATING COMMITTEE

The Nominating Committee is elected by the membership. It is composed of at least three (3) members elected by the members at least sixty (60) days prior to the Club's annual elections held in March. The individual who receives the most votes becomes the Nominating Committee Chair.

GENERAL RESPONSIBILITIES

- Before preparing a slate, review the duties of each office to be filled.
- Keep the Bylaws in mind so that no person is elected to the office of President who has not served on the Board of Directors for at least one (1) year within the last five (5) years.
- No person can serve in the same office for more than two (2) consecutive terms. Any part of a

term, equaling or exceeding one-half ($\frac{1}{2}$) of a regular term is considered a term.

- Request names of nominees from the membership.
- Prepare a single or double slate of nominees and present it to the President and Secretary no less than thirty (30) days prior to the March election date.

CLUB SPECIAL COMMITTEES

Clubs are free to organize their activities to suit their membership and their own goals and objectives. Separate Committees for any area or activity can be established with the approval of the Board of Directors. Following are examples of some club special committees.

ARCHIVES COMMITTEE

The Archives Committee is responsible for maintaining the records and history of the Club and is often responsible for taking photographs of Club programs and service project activities. This Committee can be helpful to those working on local publicity or the yearbook.

ASTRA COMMITTEE

The ASTRA Committee establishes and works directly with an ASTRA Club sponsored by the Club. A manual and supplies catalog is available from the International Office and most Districts have ASTRA Club Committees to assist local Clubs.

BYLAWS, RESOLUTIONS AND RECOMMENDATIONS COMMITTEE (BRR)

At the Club level the BRR committee is composed of at least two members who are appointed by the President. The power to make, alter, amend or repeal the Club Bylaws rest with Club members and is governed by Club Bylaws Article XIX, General responsibilities

- Has charge of proposed amendments to Club Bylaws, which are presented to the membership for discussion and adoption; adopted amendments cannot take effect until approved by the District BRR Committee Chair. If not approved by the District, an appeal can be filed to the International BRR Committee upon the written request of two (2) Club members.
- Inform the Club of pending amendments to District and International Bylaws.
- Bring local bylaws into conformance with all approved District and International amendments.

- Encourage members to become familiar with the International Articles of Incorporation and the local, District, and International Bylaws and Policies.
- Serve as the Club's conduit for presenting proposed bylaws amendments, resolutions and recommendations to the District and International BRR Committees.
- Request, as needed, interpretations of Bylaws provisions from the International BRR Committee Chair.

COURTESY COMMITTEE

While the Courtesy/Sunshine/Friendship Committee goes by many names, its objective is always the same: to lift the spirits of members who are sick or recuperating from an illness by remembering them with cards and flowers. The Committee may also be requested to make follow-up telephone calls to members who miss meetings to let them know they were missed and to encourage them to come to the next meeting.

HOSTESS/HOSPITALITY COMMITTEE

This Committee has the responsibility of making reservations for Club meal functions; welcoming and taking care of guests and prospective members; greeting guest speakers and being sure they are properly taken care of; decorations for any meeting or special program; and, if necessary, collecting for meal events.

NEW CLUB BUILDING COMMITTEE

Building new Altrusa Clubs is the responsibility of all Districts and Clubs. At all stages of the building process, Altrusa Clubs are urged to seek guidance from the International Membership Development Chair and the District New Club Building Chair. Guidelines on the club building process are found in the Altrusa International Policy 10F. The New Club Building Manual is available for download from the International website, and provides step by step instructions and many other useful materials.

DELEGATES TO DISTRICT CONFERENCE AND INTERNATIONAL CONVENTIONS

Per International Bylaws

Article V and District Bylaws Article V, Every Altrusa Club in good standing that has a total active membership for whom dues have been paid of fifteen (15) or fewer is entitled to one (1) delegate and one (1) alternate to District Conference and the International Convention. For each additional fifteen (15) members or portion thereof, the Club is

entitled to one (1) additional delegate and one (1) additional alternate, up to a maximum of five (5) delegates and five (5) alternates per Club.

Each District establishes a date that is at least 60 days before the scheduled District Conference, upon which the paid membership of each local Club is counted to determine the number of delegates and alternates the Club is entitled to send to the District Conference.

The paid membership of each Club is counted on the date established in the Policies of Convention years (odd numbered years) to determine the number of delegates and alternates the Club is entitled to send to the International Convention.

New Clubs chartered after the established District or International dates for counting paid members are entitled to send one (1) delegate and one (1) alternate to the upcoming District Conference or International Convention.

DELEGATE AND ALTERNATE REPORTS ON CONFERENCE OR CONVENTION

As a member of the Club's delegation to a District Conference or International Convention, it is essential that a representative (or more than one) make an oral report to the membership on all important and fun aspects of the Conference or Convention. Written reports should be included in the Club's files.

These reports can help make each member feel a vital part of Altrusa and appreciate the benefits that can be gained from attending a District Conference or International Convention and want to attend the next one.

SUGGESTED REPORT HIGHLIGHTS

- Elections/Appointments. List the names and Clubs of each new officer and incoming Committee Chair along with some personal facts about them.
- New Objectives/Programs. In an election year, the incoming District Governor presents the District objectives at Conference; at the International Convention, the International President states the new biennium goals. Record these objectives and goals for the Club. At the District Conference, program and project reviews bring new directives for local action. A major event at Convention is the presentation of the new International biennium program. On both occasions, take notes for local Club follow-through.

- Budget Adoption. Share copies of the District's upcoming annual budget/International's biennial budget. Explain how the District/International budget will impact the next annual/biennium program, new Club building, Officer visits, publications, etc.
- Bylaws Revisions. List the changes made to bylaws and policies the delegates voted on at Conference/Convention, taking care to note any amended articles and sections.
- Workshops/Seminars. Report on any new insights or techniques for improving the Club's operation.
- Speakers. Record pertinent quotes from speeches to incorporate into the report.
- Awards. Record who won the Eleanor Roosevelt Humanitarian Award (Convention), the Mamie L. Bass Service Award (Conference/Convention), and Letha H. Brown Literacy Award (Conference/Convention), Dr. Nina Fay Calhoun International Relations Award (Conference/ Convention) and any other awards given at the Conference or Convention.
- Resource Materials. In addition to the official Convention or Conference kit, bring back any materials that were distributed; describe them in the delegation's report and then turn them over to the designated Officer or Committee Chair.
- Foundation Progress. Share the latest figures on awards and grants; update the Club on Foundation goals and objectives.
- Social Events. Share the fellowship side of Convention and Conference.

DISTINGUISHED CLUB AWARD

The Distinguished Club Award recognizes a Club's activity and productivity at every level of program involvement.

A Club accepts responsibility for completing the Club Annual Report. The form serves the dual purpose of providing information for International to track the activities of the clubs and for consideration in the judging as a Distinguished Club.

To qualify for a designation of Distinguished Club a Club must be at charter strength when applying for the Award.

Points are scored in each of six areas: Service, Membership, Programming, Leadership, Communication and International Foundation.

A list of Distinguished Clubs will be distributed at the end of each fiscal year. If a Club qualifies for the

award it will receive a cord for the first year and year pins for every year the Club achieves Distinguished Club status. In acknowledgement of the Award. Award recipients from both years of the biennium will be recognized at Convention.

For the most current Award information, refer to the Altrusa website or contact the Altrusa International Office.

DISTRICT

A District is a geographical grouping of Clubs. Each District has a District Governor, a Board of Directors, and Committee Chairs who serve as conduits between International and each Club in the District. District names are always fully spelled out (i.e., "District One"); never use the Arabic number (i.e., "District 1").

GEOGRAPHICAL BOUNDARIES

District One

Bermuda, Connecticut, Maine, Massachusetts, New Brunswick, New Hampshire, Nova Scotia, Ontario (Ottawa east, including Sudbury), Quebec, Rhode Island, Prince Edward Island, Vermont

District Two

Delaware, Maryland, New Jersey, New York, Ontario (Kingston west), Pennsylvania, District of Columbia, Virginia, West Virginia

District Three

Florida, Georgia, North Carolina, South Carolina

District Four

Alabama, Louisiana, Mississippi, Tennessee

District Five

Southeastern corner of Ontario (London west), Lower Peninsula of Michigan, Ohio

District Six

Illinois, Indiana, Kentucky

District Seven

Iowa, Manitoba, Minnesota, Nebraska, North Dakota, Ontario (west of Sudbury), South Dakota, Upper Michigan, Wisconsin

District Eight

Arkansas, Kansas, Missouri, Oklahoma

District Nine

Texas

District Ten

Colorado, New Mexico, Wyoming, Utah

District Eleven

Arizona, California, Hawaii, Nevada, Baja California Norte, Baja California Sur, Sonora, Mexico

District Twelve

Alaska, Alberta, British Columbia, Idaho, Montana, Oregon, Saskatchewan, Washington

District Fourteen

Puerto Rico and Islands of the Caribbean

District Fifteen

New Zealand

Clubs-At-Large

Ireland, India,

DISTRICT AREA SYSTEM

Each District should be divided into a minimum of three geographic areas. The purpose of having areas is to strengthen District services to Clubs and ensure that each Club in the District is visited by an elected District Officer at least once each year.

Each District Officer can be assigned to an area. After receiving the assignment, the Officer visits the Altrusa Clubs in the area. The District officer keeps them updated on District and International happenings and assists them with problem resolution if necessary.

DISTRICT BOARD OF DIRECTORS

A District's Board of Directors is composed of the Governor, Governor-Elect, First Vice Governor, Second Vice Governor (optional), Treasurer, Secretary, Immediate Past Governor, and the number of Directors specified in the District's Bylaws. The Secretary is appointed by the Governor, subject to the approval of the Board. The Secretary is not a voting member of the District Board. District Governors are encouraged to appoint a District Parliamentarian.

Districts elect Officers for two-year terms in even or odd numbered years, according to District Bylaws. District Directors are elected for two year terms. The number of Directors elected in an even or odd numbered year is determined by the District Bylaws.

Officers and Directors are installed at the District Conference during which elections are held. The

duties of the Board of Directors are provided in District Bylaws, Article X.

GENERAL RESPONSIBILITIES

- Supervise District affairs and transact the necessary business of the District not otherwise provided for.
- Approve and submit the annual budget to the Conference for adoption.
- Provide for the audit of Board accounts.
- Determine the time and place of its annual Conference at least three (3) years in advance.
- Designate the depositories in which the funds of the District are deposited.
- Report to the District Conference any business transacted since the preceding Conference.
- Provide for the bonding of any person holding District funds.
- Approve appointments made by the Governor.
- Establish policies and procedures.
- Review and approve changes/updates to the District's Long Range Strategic Plan.
- Fill vacancies on the Board.

DISTRICT CONFERENCE

Each District holds an annual Conference in March, April or May. Officers and Directors are elected at Conference. Dates for District Conferences are set, any proposed changes must be approved in advance by the International President.

FUNCTIONS OF DISTRICT CONFERENCE

- Conduct the District's official business; elect new officers (in election years), elect the Nominating Committees (in off-year elections); propose amendments to the Bylaws; make recommendations for changes in policies and procedures; propose, discuss, and pass resolutions to be forwarded to International for action.
- Consider matters submitted to the District by the International President, the International Foundation Chair and the Board of Directors.
- Renew the understanding and appreciation of Altrusa's principles, ideals, programs, and purposes and identify individual and collective roles in attaining them.
- Review Club progress and recognize and reward Club achievements.
- Discuss and define better ways to plan and carry out program meetings and Club service projects.

- Provide leadership training for Club Officers and Committee Chairs.
- Expand circles of friendship and service within Altrusa.

DISTRICT SERVICE BULLETIN

District Service Bulletins are district newsletters issued regularly to a District's members. The District Service Bulletin keeps Altrusans in touch with their Officers and Committee Chairs, communicates news, and shares Club activities. The Editor of the District Service Bulletin is appointed by the District Governor.

DISTRICT VISITORS

See Policy 7A of the International Policies for details regarding Club Visits.

Club visits are the direct link Districts maintain with their Clubs. A Board Member should visit each Club in the District at least once a year. Governors should visit each Club at least once during either the District biennium or their term as Governor-Elect.

FUNCTIONS OF DISTRICT VISITS TO CLUBS

- Share Altrusa knowledge and enthusiasm with the Club's Board of Directors and general membership.
- Provide advice, clarify Bylaws and Policies, and share what they have learned about Altrusa while visiting other Clubs.
- Become the Club's District conduit, and as such, a valuable liaison between the Club and International throughout the year.

DUES AND FEES

INTERNATIONAL

International dues are payable June 1st, in accordance with International Bylaws, Article XVII and International Policy 10B, In addition:

- Renewing members who pay dues to the Club between June 15th and July 10th pay late fees in addition to full annual dues.
- Renewing members who pay dues to the Club after July 11th pay reinstatement fees in addition to full annual dues.
- New members who pay dues to the Club between June 1st and November 30th pay full annual dues.

- New members who pay dues to the Club between December 1st and March 31st pay one-half annual (half year) dues.
- New members who pay dues to the Club between April 1st and May 31st pay full annual dues representing all dues payable until June 1st the following year.
- The annual International dues for all members of Clubs-At-Large is one-half the per year rate, payable in U.S. dollars.
- Affiliate Members pay International annual dues in U.S. dollars directly to International. Affiliate Members living within a District also pay District dues directly to their District.
- An annual Convention Fee is paid to International by all Clubs each year and is due by June 15th. The fee is set by the International Board of Directors.
- A late fee is charged to renewing members who pay their annual International dues between June 16th and July 10th; the fee is set by the International Board of Directors.
- A processing fee has been set by the International Board of Directors; the processing fee is charged to a) every new member, b) renewing members whose annual dues are postmarked to the International Office after July 10th, and c) current members who transfer to another Club.

DISTRICT

District dues are payable June 1st. In addition:

- Renewing members who pay dues by June 1st pay full annual dues.
- Renewing members who pay dues between June 16th and July 10th pay late fees in addition to full annual dues.
- Renewing members who pay dues after July 11th pay may pay reinstatement fees in addition to full annual dues.
- New members who pay dues to the Club between June 1st and November 30th pay full annual dues.
- New members who pay dues to the Club between December 1st and March 31st pay one-half the annual dues.
- New members who pay dues to the Club between April 1st and May 31st pay full annual dues representing all dues payable until June 1st of the following year.

CLUB

Each Altrusa Club sets its annual member dues at an amount sufficient to cover the cost of the following:

- Club dues covering administration expenses
- District dues
- International dues
- District Conference fees, if any
- International Convention fees, due annually

Clubs may set an initiation fee to cover the cost of new member materials and the International new member processing fee. Club service projects are financed by fundraising activities.

FILES

The files of a Club should be accessible at all times to both the President and the Secretary. At the conclusion of a President's term, the files should be delivered promptly and in good order to the incoming President. The Club's Board of Directors should from time to time authorize the destruction of outdated records having no historical value.

Chapter Ten of the Club Presidents Manual provides guidance on what items should be included in the Club's permanent and working files.

Permanent files should contain the following items:

- Copies of all minutes of Club meetings
- Copies of all minutes of Board of Directors meetings
- Copies of all District Conference reports
- Copies of all reports of International Conventions and International Executive Committee and Board of Directors meetings
- Officially approved copy of the Club Bylaws
- A complete set of Club yearbooks
- A complete set of Club newsletters
- A complete set of District Service Bulletins
- The Club Charter
- An approved Recommendation for Membership Form for each member in the Club
- Annual Membership Dues Reports for at least the preceding five years, including Membership Information Forms
- The Club chronicle, scrapbook, awards received, correspondence relating to special Club projects
- Copies for the Form 990, if applicable (United States Clubs only)

Working files should contain the following items:

- The most recent dues report
- Club reports for the past two years

- File folders for each Club Officer and Committee Chair
- Reports/mailings received from District Officers and Committee Chairs
- Reports/mailings received from International Officers and Committee Chairs
- Current issues of International's official publications
- Current District Service Bulletins
- Latest procedures and reports on the Altrusa International Foundation, Inc.
- District Conference and area workshop for current year
- Reports of the International Convention
- Materials from International Office: current supplies catalog and Doc Morgan, Inc. catalog
- Miscellaneous

FISCAL YEAR

In accordance with International Bylaws, Article XVI, The International fiscal year begins on June 1st and ends on May 31st of the following year.

- The District fiscal year is determined by the District.
- The Club fiscal year begins on June 1 and ends on May 31st of the following year.

FUNDRAISING

An Altrusa Club's "reason for being" is to provide service to its community. Money for service projects must come from fundraising activities supported by the public and must be accounted for in a separate service project budget. (Members' dues and fees are used solely for administration and go into the general operating budget.) International Policy 4D provides guidelines regarding fundraisers, Guidance is also included in the Service Development Manual on the International Website.

Fundraisers conducted by Altrusans must clearly state that proceeds are to be used for philanthropic purpose. But donations are not tax deductible as a charitable contribution unless made to a Club foundation. Proceeds of fundraisers may be used to reimburse all expenses of the fund-raising event and for those activities of the Club which promote social welfare and are charitable or educational in nature. In the United States, program services which are those activities which Altrusa was created to conduct and, which, along with any activities commenced subsequently, form the basis of Altrusa's current exemption from tax, may be self-funded or funded out of contributions, accumulated income, investments income or any other source,

according to Internal Revenue Code Section 501 (c)(4). The laws vary from country to country. Clubs outside the United States operate within the laws of their respective countries.

Clubs shall not engage in the promotion and sale by mail of unsolicited merchandise among other Altrusa Clubs or among the membership of other Altrusa Clubs except as provided in (c).

Clubs may advertise products or services to raise funds for philanthropic purposes in International's publications and website, with copy to be approved by the Executive Director, which will describe the product or service, provide price and shipping information, indicate what the funds will be used for and provide complete information on the contact person for members and Clubs to deal with directly. Districts will determine their own guidelines.

Clubs need to check state and local requirements about registering if soliciting funds from the public. Some states require registration of all organizations that solicit from the public. This may also be true in other countries. Clubs should be particularly mindful of state laws prior to holding a raffle or other game of chance.

SELECTION OF FUNDRAISERS

Selection of a fundraising activity is extremely important and must have the approval of a majority of the members. The following should be considered before making a proposal for a fundraising project:

- Know your community. Judge from successful fundraisers of other groups, as well as your own, what people like and support. Your Club may already have the answer in an established event for financing your special service projects. If so, how can you improve your fundraiser to gain even greater support?
- Know your membership. What resources can members provide? Would they prefer several smaller fundraisers or be willing to go "all out" for a big one? Much will depend on the size of membership and the financial requirements of the project.
- Know why the money is to be raised. What service project will be the focal point? The public rallies to a cause that does something for the community. Often the very nature of a service project is so appealing that when people learn a benefit is planned for it they immediately want to help. Financial support can come through various means if the public recognizes the service achievement of a project

and realizes the value of the Club to the community.

- On a regular basis, survey members for value-given to satisfaction-received of current club projects.

STEPS TO SUCCESSFUL FUNDRAISING ACTIVITIES

Whether the event is large or small, fundraising fundamentals are the same.

1. Select a competent Chair who works well with everyone.
2. Establish a Committee for each aspect of the fund-raising activity and assign every Club member to a Committee; distribute assignment sheets.
3. Allow ample time for preparation.
4. Plan every detail and supervise the plan's execution along the way.
5. Keep expenses to a minimum by seeking a) donations of services and merchandise, b) wholesale prices on purchases, c) rent-free facilities, d) use your tax number to avoid sales tax, e) get a non-profit postage permit from your local post office.
6. Prepare a budget for the fundraising event and include a contingency fund to cover unforeseen expenses.
7. Carefully plan and execute an extensive publicity campaign that includes paid advertising and public service announcements.
8. Write a follow-up report to the community on how much money was raised; write "thank you" notes to everyone who gave a helping hand.
9. Critique the event, carefully noting what went well and what could be improved; incorporate these evaluations into a complete report to use for future reference.

OTHER ISSUES TO CONSIDER

- When to hold it? What dates would be best? Check with other groups or a community calendar (local Chambers of Commerce frequently keep one) so as not to conflict with a major community event.
- What risks might the Club be taking? Carefully evaluate the out-of-pocket risk to the Club if the event is not as successful as projected, i.e., the event is rained out, etc.
- What legalities might be involved? Are permits required for the sale of merchandise or food?

What about sales taxes? What sanitation regulations govern food service? Are raffles, drawings, or lotteries legal?

- What insurance is needed for the event? Altrusa Clubs have secondary liability insurance coverage provided by Altrusa International, Inc., for damages to third parties for bodily injury or property damage arising out of an Altrusa function. If your Club has a question concerning this coverage, or needs a certificate of insurance, contact the International Office for assistance. Note: As a 501(c)(4) organization, Altrusa International does not qualify as a tax-exempt organization under United States Internal Revenue Service guidelines. Contributions to your Altrusa Club are not tax deductible.

INITIATION CEREMONY

The Initiation Ceremony should provide both a memorable and moving experience for each new member and an opportunity for quiet renewal among more experienced Altrusans.

Through the years, Clubs have developed many initiation ceremonies. No single ceremony has been designated as the "official" initiation ceremony of Altrusa Clubs; rather, each Club develops a ceremony that is meaningful to its membership.

Varied initiation ceremonies are available on the Altrusa International web site.

INSTALLATION CEREMONY

Each June when elected officers are installed, the Club has an opportunity to underscore the importance of Altrusa leadership through the handling of its installation ceremony.

Through the years, Clubs have developed many installation ceremonies. No single ceremony has been designated as the "official" installation ceremony of Altrusa Club; rather, each Club develops a ceremony that is meaningful to its membership.

Installation ceremonies based on a number of themes are available on the International web site at www.altrusa.org.

INSURANCE

A General Liability and Umbrella Policy covering Altrusa International, Inc., Altrusa Foundation, Inc., all Districts, all Clubs (except those in India), all local club foundations (LCFs) and all ASTRA Clubs in good

standing will be provided; participation in the plan is obligatory on all Clubs. The premium cost is to be included in member dues. The policy must be approved by the International Legal Advisor before its issuance. Questions concerning this coverage and requests for certificates of insurance should be directed to the International Office for assistance.

INTERNATIONAL BOARD OF DIRECTORS

Please refer to Bylaws, Article VII: Board of Directors and Article XI: Officers and Directors.

Beginning in the 2009-2011 biennium the International Board of Directors is composed of the five Officers (President, President-Elect, Vice President, Treasurer, and Immediate Past President) and four (4) International Directors.

The Board of Directors is elected by the Delegate Assembly of an International Convention. The Legal Advisor, Executive Director, and an International Foundation representative are ex-officio members of the Board, without vote.

GENERAL RESPONSIBILITIES

Please refer to Bylaws, Article XII: Duties of Officers and Directors

- Represent all members of Altrusa.
- Meet on a regular basis as established in the Bylaws and transact business by other means available and approved.
- Plan for the present and future.
- Review all actions of the Executive Committee.
- Manage the affairs of Altrusa International and transact any necessary business of International not otherwise provided for.
- Contract with, employ, and evaluate the Executive Director.
- Prepare the biennial budget for presentation to the Delegates at convention.
- Provide for the audit of the Association's accounts.
- Determine the time and place of its biennial Convention.
- Designate the depositories in which funds of the Association may be deposited.
- Report to the membership on the business transacted
- Provide for the bonding of any person holding Association funds, at the Organization's expense.

- Approve appointments of the President.
- Establish association policies and procedures.
- Prepare and implement the Organization's Long Range/Strategic Plan.

RESPONSIBILITIES OF THE EXECUTIVE COMMITTEE

Please refer to Bylaws, Article IX: Executive Committee.

The duly elected and qualified officers of International, as well as the Immediate Past International President, shall constitute the Executive Committee. The President shall act as Chair. The Executive Director and Legal Advisor are ex-officio members without vote.

In the interim between meetings of the International Board of Directors, the Executive Committee may exercise powers and perform duties of the Board of Directors except those which are, by the Articles of Incorporation as amended, by statute or by these Bylaws, reserved exclusively to the Board of Directors. The action of a majority of the Committee shall be the action of the Committee. A listing of actions of the meetings of the International Executive Committee including budget items, shall be distributed to the International Board of Directors not more than thirty (30) days after any Executive Committee meeting. These actions are subject to approval, or revision by, the Board of Directors, but to revise or revoke any action shall require a two-thirds (2/3) vote of the Board of Directors at its next meeting.

INTERNATIONAL CLUBS-AT-LARGE

All clubs in geographic areas outside districts are designated Clubs-at Large and assigned to the Chair of the International Membership Development Committee, appointed by the International President, International Policy 4B Clubs-At-Large have been chartered in the following countries: (Those in italics continue today.)

- Chile
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- England
- *India*
- *Ireland*
- Korea
- Mexico
- Philippines
- *Russia*

- Ukraine
- Scotland

The programs and projects of Clubs-At-Large are shared with the general membership through Club Annual Reports, articles in the *International Altrusan*, social media outlets, at International Conventions and Sister Clubs.

INTERNATIONAL CONVENTION

Altrusa International holds a biennial Convention, in accordance with International Bylaws Article VI, in odd-numbered years, except when the International Board of Directors determines that a national or international condition or emergency exists that makes the holding of the Convention impossible. Among the items of business conducted by the Convention Delegates are the election of the International Board, International Nominating Committee and Foundation Trustees; the approval of the biennium budget; and the approval of amendments to the International, District and/or Club Bylaws.

INTERNATIONAL OFFICE

All activities of Altrusa International are coordinated through the International Office located at One North LaSalle Street, Suite 1955, Chicago, Illinois 60602-4006, USA. The office staff implements the directives of the International President and International Board.

INTERNATIONAL PROGRAM PLANNING

The President Elect makes appointments to specific Program Committee roles in accordance with International Policy 5C. The President-Elect and the International Program Committee Chairs and Vice Chairs plan the programs for each biennium. They participate together in a planning meeting prior to the mid-year International Board of Directors Meeting of the Convention Year in which they will serve.

GENERAL RESPONSIBILITIES

- Planning a biennium program for International working with key strategies from the Altrusa Long/Range Strategic plan, identifying possible opportunities for programs and projects that Altrusa Clubs can work into action plans for the next two years.

- Planning programs and workshops for the next biennial International Convention that will promote the Association's goals and objectives
- Planning includes building strong working partnerships with District and Club counterparts.
- Determining how the objectives of the biennium will be promoted.
- Determining what new materials will be developed for distribution or sale to Clubs and members.
- Providing progress reports periodically throughout the biennium.

INTERNATIONAL PUBLICATIONS

A list of all available publications is available on the Altrusa International web site.

INTERNATIONAL ALTRUSAN

The *International Altrusan* is one of Altrusa International's official publications. The *International Altrusan* is forwarded to all dues-paying and subscription-purchasing members of Altrusa International. Individual subscriptions for organizations and non-members may be obtained from the International Office. Single copies can be purchased.

HISTORY

Volume I, Number 1, of *The National Altrusa Bulletin* was published in September 1922. The Bulletin was published quarterly until 1924, when it became the *National Altrusan* and was expanded to ten issues a year. Until 1932, the National President appointed volunteer editors and the editorial office was located at the editor's residence. With the establishment of a permanent headquarters in Chicago, the Secretary/Treasurer assumed the job of magazine editor. In 1935, the magazine's name was changed to the *International Altrusan*, reflecting Altrusa's expansion into Mexico. In 1938, the first full-time editor was appointed.

ALTRUSA COMPASS: The Compass is a publication sent electronically to all members with an email address, who have not opted out from receiving electronic communications, and by mail to Clubs in Puerto Rico and Clubs at Large, to communicate news from all things International, and changes taking place at the International Office or International Policies.

THE GAVEL, Publication began during the 2017-2019 Biennium, the Gavel is a Publication for Governors and Governors-Elect.

THE ALTRUSA ACCENT

The Accent is Altrusa International's electronic publication sent to all Altrusa Club Presidents and Presidents-Elect (or Vice Presidents) periodically during each Club year. The Accent provides information on all current activities and programs. Club Presidents are expected to share all pertinent information with appropriate Club Officers, Chairs and members.

LEAVES OF ABSENCE

Leaves of Absence are under the purview of the Club. Specific details are available in the Altrusa International, Inc. Bylaws Policies, Club Bylaws section. (Article VI: Duration of Membership, Section 5. Leaves of Absence)

LEGAL ADVISOR

The International Legal Advisor must be a licensed, practicing attorney and a member of an Altrusa Club who is appointed by the International President (with the approval of the International Board of Directors) to advise and counsel the Board of Directors on all matters of law affecting the International organization. When requested, the Legal Advisor also helps Districts and local Clubs resolve legal problems arising from their activities. The Legal Advisor may not serve as a member of any Committee. International Bylaws, Article XIV.

LETHA H. BROWN LITERACY AWARD

The Letha H. Brown Literacy Award was established by the International Board of Directors in July, 1993, to honor Past International President Letha H. Brown, who, in 1977, introduced literacy as a major emphasis of the organization.

OBJECTIVES

- Stimulate interest in developing active literacy projects to serve their communities.
- Create an awareness of Altrusa and its commitment to literacy.
- Encourage members of local Clubs to actively participate in literacy projects designed to meet specific community needs.
- Recognize outstanding Club achievement in service to the community.

For the most current Award information, refer to the Altrusa website or contact the Altrusa International Office.

MAMIE L. BASS SERVICE AWARD

The Mamie L. Bass Community Service Award was established by the International Board of Directors in 1963 as a memorial to Altrusa's first national President, Mamie L. Bass. The name of the award was changed to the "Mamie L. Bass Service Award" by the International Board of Directors in July 1975.

OBJECTIVES

- Stimulate interest in developing action programs in the community that fall within the scope of Altrusa's program of service.
- Encourage members of local Clubs to participate actively in service projects designed to meet specific local needs.
- Recognize outstanding Club achievement in community service.

For the most current award information, refer to the Altrusa website or contact the Altrusa International Office.

DR. NINA FAY CALHOUN AWARD

The International Board of Directors created the Dr. Nina Fay Calhoun International Relations Award in 2003 (International Policy 6) as a memorial to the only International President who served two terms and who focused on the International aspect of our organization.

OBJECTIVES

- Encourage and to stimulate international relations.
- Create an awareness of other cultures and people of the world.
- Recognize outstanding Club achievement in International Relations.

ELEANOR ROOSEVELT HUMANITARIAN AWARD

The Eleanor Roosevelt Humanitarian Award (International Policy 2) is named in honor of the legendary Eleanor Roosevelt, who included active membership in the Altrusa Club of New York City in her service-oriented life. It is the only award Altrusa International gives to a member. Designed to recognize an Altrusan who makes a lasting contribution to community service as a result of involvement with Altrusa, the award is given to an Altrusan who has a distinguished service record at

the Local, District, and International levels. If an Eleanor Roosevelt Humanitarian Award is presented, the winner will be honored during the Awards event at the next biennial Altrusa International Convention. The winner receives a commemorative medal.

For the most current information on the Award, refer to the Altrusa website or contact the Altrusa International Office.

AWARD AND AWARD PRESENTATION

If an Eleanor Roosevelt Humanitarian Award is presented, the winner will be honored during the Awards event at the next biennial Altrusa International Convention. The winner receives a commemorative medal.

INTERNATIONAL AWARDS ENTRY DUE DATES

- ASTRA Award - March 31st
- Community Leadership Awards - May 15th
- Eleanor Roosevelt Humanitarian Award - May 15th
- Letha H. Brown Literacy Award - June 1st
- Mamie L. Bass Service Award - June 1st
- Dr. Nina Fay Calhoun International Relations Award - June 1st

MARKETING

Marketing means bringing your product or goods to market. When marketing a product, you determine what your product is and who would like to buy it. In the case of Altrusa, successful marketing should generate larger membership, greater interest, more community service, and increased name recognition.

Marketing covers three areas of promotion:

- Advertising
- Sales Promotion
- Public Relations

ADVERTISING

The word advertising comes from a French word meaning to warn or give notice. Through its ads, a company or organization gives notice of a new product, upcoming event or ideas to the community. In modern parlance, advertising is a paid-for marketing service. Space or time slots are sold based on audience or circulation size as well as

frequency. Advertising costs may be prohibitive for some Clubs.

When considering the possibility of an ad campaign, conduct a “needs assessment.” Look at your own needs as well as the needs of the market place. Are you planning a fundraiser where higher attendance means more profit? Do you want to attract new members? Are you developing a new community service project that needs donations or participants? Do you want to develop name recognition for Altrusa in your community? Ask yourself what “customers” you need to attract for a certain project or fundraiser. Come up with a general profile of the type of person who would be interested in this type of service or event. This general profile should include an age range, gender, income level, life style and education level. This profile is your target market. The target market is the people you are trying to attract through advertising. Or are you trying to generate greater interest and a larger membership for Altrusa? Then examine the kind of member you are seeking, following the same criteria given earlier for a target market. This time, determine what fulfillment a target group of potential new members would want from Altrusa, and tailor your “product” or the Altrusa message to meet those needs.

BE SELECTIVE

First, determine the age, income and lifestyle of your target market. Second, find out which newspapers, TV or radio stations best reach that group. Newspapers and broadcasting companies keep statistics on their audiences including the number of readers/listeners as well as average age and income. This information is available from the advertising sales staff. After selecting a group of potential advertising vehicles, do a cost comparison to determine which ones are the best values. Also inquire about public service announcement policies. The FCC requires the commercial media to devote a minimum amount of advertising time or space to free public service announcements. A Club may be able to meet most of their advertising needs through free public service announcements.

PRODUCTION

Build production costs into your advertising budget. Also, there are many ways to save money on production. Most graphics software programs can produce “camera ready” material for print ads. If a Club wants to make a television commercial, local television stations are frequently willing to help with the production in their own studios and give reduced rates to non-profit organizations for studio

and camera time. On the radio, a “live read” is the best value. In a “live read,” the announcer reads the ad from a printed script. “Live reads” have several advantages. First, there are no production costs. Second, there may not be a copywriter fee if a member writes the ad. Third, if the announcer is intrigued by the content of the “live read” ad, then the announcer frequently continues to talk about the ad which will give the Club more advertising time than they paid for.

BE SMART

The more times an ad appears, the less each ad will cost. Ask about special frequency packages that give greater value. An effective ad should appear at least three times. Also, use a combination of media for best results.

POSTERS, FLYERS AND SIGNS

Make sure those posters and flyers are attractive and easy to read as well as contain all the necessary information. Research which areas of town and businesses are most frequented by your target market. If needed, seek professional assistance for artwork and lettering. Before posting, get permission to hang your materials.

SALES PROMOTION

Sales Promotion is the extra “push” for an advertising message. Sales promotion takes many forms including, contests, raffles (if legal in your state), sweepstakes and give-aways. A sales promotion can be used to either generate more excitement about an upcoming event or as an incentive for greater participation. A raffle or contest in conjunction with a community event is an example of a promotion creating extra excitement or enthusiasm. A contest for member recruitment or “thank you” gifts for volunteers or speakers are examples of incentive programs.

Sales promotions are relatively inexpensive marketing tools and are used by many Clubs. Give-away or “thank you” items promoting the Altrusa logo and message are available through Doc Morgan, Inc. Also, contact local shops and restaurants for donations of attractive items or gift certificates that could be used as prizes for a contest, or raffle (if legal in your state) or to fill goody bags for volunteers or everyone attending a fundraiser.

PUBLIC RELATIONS

As a marketing tool, public relations are meant to promote and maintain an “image” as well as

generate publicity. Every member of Altrusa is a potential public relations tool for the organization. Public Relations cover Altrusa's internal and external rapport with the community. As with advertising, public relations also require careful research. The goal of public relations is to determine the internal and external perceptions of the product or service and correct any shortcomings that are revealed.

Generating publicity is part of public relations. Like advertising, publicity uses the mass media to convey ideas. Unlike advertising, publicity is gratis.

Because it is free, good publicity takes time to develop. First, the Communications Committee needs to groom media contacts. Start by asking members if they know anyone at the local newspapers, TV and radio stations. Call the various local media and find out who specifically covers community and charity events. Developing press contacts is like determining a target market. Writers and reporters will be interested in some events but not in others. Study the local papers and news shows and examine what kinds of stories different journalists like to cover. Develop several lists of press contacts. For a dessert tasting done by several area restaurants, you may want to contact the food writers and restaurant critics, while a dinner dance would be covered in the society column. Tailor your press lists to different types of events.

To inform the press of upcoming events or ongoing projects, you write and send press releases. Press releases are notices to the press informing them of something of interest in the community. The successful press release brings the press to your event to cover it in an article or TV or radio segment. A good press release contains certain elements:

- The name of the organization sponsoring the event.
- The nature of the event—is it a dance, a fundraiser, a walk for literacy and is this the first time it is being held or is this an annual event?
- The date, time and location of event
- Details on the organization sponsoring the event—is Altrusa well known in your town? If not, you should include a brief statement about the history of the organization, your local Club and other work you do in the community.
- The name and number of a contact in Altrusa that the press can call if they have any questions.

At the top of a press release should be the date the release is written, the name, address and phone

number of the local Altrusa Club, the name of the event being promoted and the date time and location of the event. Below that information should be a few brief paragraphs describing the event and Altrusa International. Press releases are never more than a page long, single-spaced with a space between paragraphs. Press Release in bold is centered at the top of the page.

For successful public relations, the Communications Committee needs members who are friendly, out-going and persistent as well as members with talent in art and writing. Other aspects of public relations include issuing statements, writing speeches, designing brochures and promotional materials, gathering statistics, surveying the needs of the community, planning exhibits and meeting with editors and influential people in the community. The Communications Committee Chair should work closely with the other Committee Chairs to help spread Altrusa's message of service.

MEETINGS

Each Altrusa Club must meet at least once a month. Special meetings may be called by the Club President, by three (3) members of the Club's Board of Directors, or upon the request of five (5) members. The notice stating the place, date, hour, and purpose for which the meeting is called must be made by mail, e-mail or telephone to each member entitled to vote at the meeting at least seven (7) days before the date of the meeting.

The Annual Meeting shall be held in June of each year. Guidelines for conducting effective business meetings are found in the Club President's Manual which is available on the International website

Meeting Agendas

An agenda is a meeting's blueprint — a guide for the orderly and systematic conduct of business. Listed below are sample outlines for various types of Club meetings but these samples are just that. To be meaningful, the Club President should tailor an agenda to the business at hand at that particular meeting. Ideally, an agenda is typed, copied, and distributed to each member at the meeting.

SAMPLE AGENDA FOR MONTHLY BOARD MEETING

- Call to Order — President
- Minutes of previous meeting — Secretary
- Financial report — Treasurer
- Communications — Secretary
- Action on recommendations for membership

- Reports from Committees; discussion of recommendations
- Club performance review
- Formulation of recommendations from the Board to the membership
- New business
- Adjournment

SAMPLE AGENDA FOR BUSINESS MEETING

- Call to order – President
- Minutes of last meeting – Secretary
- Financial report – Treasurer
- Communications – Secretary
- Report of Board actions and recommendations
- Reports of Standing Committees
- Reports of Special Committees
- Unfinished business
- Miscellaneous (or new) business
- Initiation of new members
- Adjournment

SAMPLE AGENDA FOR PROGRAM MEETING

- Call to Order – President
- Introductions
- Program
- Initiation of new members
- Special business
- Benediction (optional)
- Adjournment

SUGGESTIONS FOR PLANNING AGENDAS

- Minutes do not need to be read. They can be printed in the Club newsletter or distributed to all members in advance or as they arrive at a meeting and then be approved “as presented”.
- Treasurers can use the same system when the financial report is long or otherwise cumbersome.
- Committees having reports should be listed under appropriate categories. Committees without reports are not listed.
- Items requiring action should be so listed under each appropriate agenda item.
- Agenda items may be rearranged to add continuity or add impact.
- During a program meeting, the focus must be on the program. Any business which transpires should be conducted at a time when it will be least distracting. Some Clubs manage to handle business matters between meal courses, others after the program is over.
- Members should be encouraged to suggest a rearrangement of the agenda and have an

opportunity to approve it. This may be done in a separate agenda item or as part of the President’s Call to Order.

MEMBERSHIP

Please see Altrusa International Bylaws, Article IV: Members.

Membership in Altrusa is an honor. Each member has been singled out as a recognized leader in the community. As Altrusans, members channel their talents to the organization’s community service focus and experience opportunities for professional growth, leadership development and that special camaraderie that comes when peers share common goals and rewards.

Membership is open to individuals of all ethnic and cultural groups who are of good character, who endorse and embrace the purposes and principles of Altrusa.

Per International Bylaws, Article IV, there are different types of memberships:

- Active Members
- Emeritus Members (International Policy 10C)
- Honorary Members
- Affiliate Members (International Policy 10D)
- Life Members

ACTIVE MEMBERS

Active members are the heart of every Altrusa Club. They share their expertise and resources to effectively plan and execute community service programs and stage successful fundraising projects to financially support these programs. Active members automatically serve on Committees and are encouraged to enhance leadership skills by serving the association in a series of Committee Chair and Officer positions on the Club, District and International levels.

EMERITUS MEMBERS

Emeritus members are those Active members who are no longer able to contribute actively to the Club because of their health or some other restriction which limits their activity. The Club and District Boards of Directors approve status changes. To be eligible for this honor, an individual must have been a member for at least ten years, have given great service to Altrusa, and have exhibited devotion to its

Principles. Emeritus status must be approved by the member's District Board of Directors.

Emeritus members represent no classification and are not eligible to vote, hold Office or serve on a Committee and have no interest in the property or funds of the Club or District. They are entitled to wear the insignia of International and to attend all meetings. They do not pay District and International dues. The Club has the option of waiving Club dues. Emeritus members only receive services purchased for them by the Club. An emeritus member who again is able to participate as an active member may return to Active status.

HONORARY MEMBERS

Honorary membership is conferred by the Club on those individuals who have achieved distinction through some notable service and who are not members or former members of Altrusa. Honorary members represent no classification, pay no dues, are not eligible to vote, hold Office or serve on a Committee and have no interest in the property or funds of the Club or District. They shall be entitled to attend all meetings of the Club. Honorary members do not receive International's official publications unless a subscription is purchased for them by the Club.

AFFILIATE MEMBER

Affiliate members are active members who are not currently members of an Altrusa Club. These members may have previously been members of an Altrusa Club or may be members of a Club in formation working toward charter status

Affiliate members (other than from a club in formation) are not eligible to vote unless they are a Past International President or Past Governor. , They are eligible to vote at Conference in the District in which the member resides or in the District in which they served if it is not the same. They cannot hold office, or serve on a Committee.

While a club is in formation, members apply to become affiliate members. Affiliate members of a club in formation may vote, hold office, serve on a Committee and have interest in the property or funds of the Club under formation.

All affiliate members are entitled to wear the International insignia, to attend meetings of their former Club or accept an invitation to attend the meetings of other Clubs. They pay dues and fees to

International and pay District dues if they live within the geographical limits of a District.

Affiliate membership ends when the member joins a new or existing Club, or when the Club in formation becomes officially recognized as an Altrusa Club.

LIFE MEMBER

Upon completion of their term of office, Past International Presidents become life members of Altrusa International. They are entitled to wear the insignia, attend International Conventions and vote.

An Executive Director of Altrusa International who retires after serving as Executive Director for at least ten years and who has been an active member of an Altrusa Club becomes a life member upon retirement. These retired Executive Directors are entitled to wear the insignia and attend meetings of Clubs, District Conferences and International Conventions. These life members are not entitled to vote.

Life members do not pay Club, District or International dues.

TRANSFER OF MEMBERSHIP

An active or affiliate member may become a member of another Club upon the invitation of the new Club and payment of required dues and fees, as may be specified in the policies of the Altrusa District and the Local Club from which the member wish to move her/his membership.

DUAL MEMBERSHIP

An Active or Life Member may be a member of more than one Altrusa Club. The member then has a primary Club and non-primary Club(s).

PRIMARY CLUB

The member pays International dues only from the primary Club and retains all rights and duties of membership in the primary Club and District.

NON-PRIMARY CLUB

Membership in the non-primary Club(s) is at the invitation of the non-primary Club(s) and if in a different District, with the concurrence of that District. The rights and duties of membership are defined by the non-primary Club on Club matters and by that District on District matters. The non-primary Club membership is not reported to International by the non-primary Club or non-primary District, and is not counted for delegate determination by the Club for District Conference or

International Convention. This non-primary membership is not counted for Club charter strength nor can the non-primary Club member be a delegate to Conference or Convention.

MEMBERSHIP: CLASSIFICATION SYSTEM

At its inception Altrusa International has been a classified service organization. The term “classified” refers to the recognized business or professional activity of an active member. Classification is no longer used as a means to recruit new members nor to limit the number of members of one type of business or profession. The classification system was the tool Altrusa used to achieve diversity; now Altrusa uses inclusion and flexibility to ensure diversity.

MEMBERSHIP: ELIGIBILITY FOR MEMBERSHIP

Please see Altrusa International Bylaws, Article IV: Members.

MEMBERSHIP IN ALTRUSA IS EXTENDED TO INDIVIDUALS WHO ARE OF GOOD CHARACTER AND WHO SUBSCRIBE TO THE PRINCIPLES AND PURPOSES OF ALTRUSA INTERNATIONAL.

MEMBERSHIP: RECRUITMENT GUIDELINES

It is the responsibility of every active member to help build the Club’s membership by recommending outstanding candidates for membership. Club members are able to recognize those who would be eligible for membership. Guidelines for recruiting and retaining members can be found in the Membership Development Manual and Club Revitalization manual which are available on the International Website

STEPS TO SUCCESSFUL RECRUITING

Once the candidate is identified, the sponsoring member must:

1. Verify eligibility.
2. Complete a Recommendation for Membership Form.
3. Give the completed Recommendation for Membership Form to the appropriate Club Committee and wait for its approval.
4. After approval is granted, visit informally with the prospective member to explain the value of membership and to determine if the candidate has the time and motivation membership requires. Be frank about what is expected—this will make the prospect a better member!

5. Invite the prospective member to attend a meeting.
6. Wait five days for any objections from Club members. The Board can approve the prospective member at a regular or special Board meeting and direct the corresponding Secretary to issue a letter of invitation.
7. Arrange for the prospective member to meet other members of your Club at a non-Altrusa function. Encourage questions; make prospects feel comfortable about the commitment you have asked them to make.
8. Have the prospect accompany you to the next meeting.
9. Make prospective new members feel welcome.

NEW CLUB BUILDING

Building new Altrusa Clubs is the responsibility of all Districts and Clubs. At all stages of the building process Altrusa Clubs are urged to seek guidance from the International Membership Development Chair and the District New Club Building Chair.

Guidance on the club building process are found in the current edition of the Altrusa International Policies, under Policy 10E. The New Club Building Manual is available on the International Website provides step by step instructions and many other useful materials.

CLUB LEVEL

Refer to the New Club Building Manual for specific requirements.

1. Appoint a New Club Building Committee to seek and identify ways for the Club to contribute to the organization of new Clubs.
2. Identify an appropriate community for organizing a new Altrusa Club. In consultation with the District New Club Building Chair, organize a new Club in that community as a Club project
3. Members of a Club in development can apply for Affiliate Member Status while they are working toward Charter strength. Affiliate Member status will be granted upon receipt of District and International dues.

NO CLUB WITH FEWER THAN FIFTEEN MEMBERS WILL BE GRANTED A CHARTER. DISTRICT LEVEL

1. Appoint a District New Club Building Chair who will work with the International Membership

Development Committee Chair and the District Membership Development Committee Chair.

2. Each District New Club Building Chair should develop a long-range plan for new Club building that projects Club growth within the District for at least five years.
3. Each District should form a new Club building team consisting of representatives from the District to work with the District New Club Building Chair.
4. The District New Club Building Chair presents a new Club building plan to the District Board of Directors for its approval. The plan should include but not be limited to an assessment of the geographic area most appropriate for new Club building; the identification of Clubs best qualified to organize new Clubs in targeted areas (more than one Club may work together to organize a new Club); the number of Clubs projected for organization each year (each District is expected to form at least one new Club a year); and, projected extension expenditures for the year.
5. Approved new Club building reports should be forwarded to the District New Club Building Chair and the International Office.
6. The International Board of Directors allocates funds to help Clubs undertake new Club building projects approved by the District. This allocation is intended to supplement funding for the project and not be its main source. The District also is encouraged to provide support.
7. Approved District plans and progress reports on individual projects should be shared among all Clubs in the District in order to obtain names of potential new members in the targeted extension area.
8. Clubs, Districts, or Altrusans identified as "organizers" are instructed in new Club building techniques by the District New Club Building Chair, who uses Altrusa International's current New Club Building Manual as a guide. After the instruction is completed, individuals responsible for organization activities are identified.
9. The District reviews the data gathered by the organizing Club. After it gives final approval for the new Club building project, the District immediately notifies the Club, the International Membership Development Chair, the District Membership Development Chair, District New

Club Building Chair and the International Office of the approval.

10. Send copies of the organizing Clubs' progress reports to the District Governor and International Office as necessary.
11. The District New Club Building Chair, together with the organizing Club, monitors the activities of the new Club for its first year.
12. The new Club should send copies of its minutes, newsletters, and other materials the District Board of Directors may require to the organizing Club and District Membership Development Chair and District New Club Building Chair.
13. By telephone, letter, e-mail and personal contact, the District New Club Building Chair should directly communicate with the new Club President to offer advice and identify any areas that require special attention. Through direct intercession by the District New Club Building Chair or the Chair's designee (i.e., District Officers, organizing Club's Officers), every effort should be made to provide the new Club with any needed assistance or resources.

INTERNATIONAL LEVEL (CLUBS-AT-LARGE)

The New Club Building Manual, Clubs-At-Large Edition available from the International Office is to be used as the guide for all activities.

1. Clubs may be organized only in nations permitting individual freedom of assembly, expression and action and which permit currency exchange to U.S. dollars.
2. Along with requesting that the International Board of Directors approve the organization of an Altrusa Club in a country not previously approved for new Club building, the Clubs-At-Large Committee oversees the completion of Community Analysis Forms and determines the following: a) whether the country offers sound prospects for an Altrusa organization; b) whether it is feasible to organize two or more Clubs in that country; and c) whether the services of qualified people who know the language, understand the culture, and are familiar with the country's social, economic, and political conditions can be obtained.
3. The Clubs-At-Large Committee is advised of a) the plans to extend into a new country, b) the work undertaken to implement such plans, and at least semi-annually, c) the progress made. The Clubs-At-Large Committee will be involved when possible.

4. Within six months of the Club's organization, the Clubs At-Large Committee determines whether additional work by a Club organizer is necessary. This decision is made in consultation with the International President and the Clubs-At-Large Chair. If approved, a specific assignment and work schedule is developed and carried out at the expense of Altrusa International. (Refer to Policy 10E of the International Bylaws and Policies, Membership Development/New Club Building for additional information on New Club Building.)

NEWSLETTER

Every Altrusa Club should prepare a monthly newsletter with information about Club service projects, fundraisers, meetings and special news. Club newsletters also should inform members about District and International news, such as upcoming Conference or Convention plans. Excerpts from District and International mailings to Club officers also can be included. Many club newsletters are published electronically and distributed via e-mail or the club's web site.

Your District Newsletter Award Criteria provides a useful point of reference regarding content for your club's newsletter.

CHECKLIST FOR NEWSLETTER EDITORS

CONTENT

- President's message
- Advance notice of meetings, including the date, place, time, program description and reservation deadline; announcements of upcoming Board and Committee meetings improves attendance at these important meetings
- Club news — reports on upcoming and newly completed projects, Committee reports, Board actions, new member introductions (brief biographical data, classification, business and home addresses/telephone numbers for yearbook updates), highlights or complete minutes of last business and program meetings
- District news — workshop and Conference notices and reports, Governor's (or Representative's) visit
- International news — policy announcements, new Clubs, Convention notices and reports
- Foundation news — grant program updates, latest on International project developments, fundraising campaigns, highlights from

mailings/e-mails to Club Presidents/Committee Chairs

- Slate of candidates—Club, District, International
- Altrusa Accent — news brief emphasizing salient Altrusa facts, historical point or news

FORMAT AND READABILITY

- Identification — newsletter name, full name of the Club, including city, state or province; name and address of the Editor; name and address of the Club President; be sure to include area codes with any telephone numbers
- Attractive appearance — straight columns of type (two column format is easiest to read and to lay out); free of typographical errors; clean reproduction or easily viewed on-line)
- Layout arrangement — news categories logically placed; items easy to find, easy to identify, easy to follow; announcements set off in boxes.
- Writing style — informal, but concise; informational and lively

DISTRIBUTION

- Every member in the Club
- District Governor, District Officers and Committee Chairs
- District Service Bulletin Editor
- International Officers
- International Committee Chairs
- International Office
- Sister Club
- Distribute via e-mail whenever possible to save on postage expense
- Pre-made email distribution lists or address labels save time; keep mailing list current
- File one copy in the current Club files
- Print a few extra for public relations support with media relations and for prospective members.

NOMINATING PROCESS

INTERNATIONAL

NOMINATING COMMITTEE

Article X of the International Bylaws, Section 3 (c) governs the composition and election of the International Nominating Committee.

- The Nominating Committee is composed of five (5) members elected by the members entitled to vote at Convention from a slate consisting of

one (1) nominee from each District. The candidate receiving the most votes serves as Chair; the candidate receiving the second largest number of votes serves as Vice Chair. To be eligible for election to the Nominating Committee, a member must be an active member and must have served a term as Club President.

- Each District Board of Directors establishes a procedure for selecting the District's candidate for the International Nominating Committee's slate of nominees. The candidate's name must be received by the International Office no later than November 10th of the year prior to the Convention year.

NOMINATING PROCEDURE

- In even-numbered years, the Nominating Committee receives from the International Office a list of all Past Governors and International Officers eligible to be slated. The Chair contacts all eligible candidates to determine whether they are interested in being slated for Office in the coming biennium. Prospective nominees respond directly to the Chair, submitting a biographical sketch which includes the year the candidate became an Altrusan, District and International Offices and Committee Chair positions held and years served.
- The Nominating Committee forwards the list of interested eligible candidates to all International Officers, Past International Presidents, District Officers, Past Governors and Club Presidents to provide the opportunity for written statements of support for candidates. These endorsements must be returned to the Nominating Committee by the date specified.
- The Chair forwards all communications pertinent to the nominating process to all Nominating Committee Members. The Nominating Committee as a whole finalizes the slate of proposed candidates.
- The Nominating Committee forwards the slate of verified candidates to all International Officers, Past International Presidents, District Officers, Past District Governors and Club Presidents. The slate includes two (2) candidates for each office.
- Nominations may be made from the floor of the Delegate Assembly, although it is strongly recommended that those wishing to nominate

other candidates from the floor should notify the Nominating Committee within thirty (30) days of the date of the receiving of the slate.

DISTRICT

NOMINATING COMMITTEE

The District Nominating Committee is composed of three (3) or more members, each from a different Club elected at Conference in non-election years, from a slate consisting of not more than one (1) nominee from each Club. The candidate receiving the most votes serves as Chair.

NOMINATING PROCEDURE

Nominating procedures parallel International procedures except for the requirement that two (2) candidates be slated for each office; – however, it is strongly recommended that two (2) candidates be slated for each office.

CLUB

NOMINATING COMMITTEE

Article XIV Section 2 of the International Bylaws governs the composition and election of the Club Nominating Committee

The Club Nominating Committee is composed of no fewer than three (3) members elected by the membership at least sixty (60) days prior to elections (held in March).

NON-POLITICAL POSITION

International, District and Club Bylaws state that Altrusa International as a body shall at no time endorse or recommend any candidate for public office, nor shall it take any action on partisan or religious questions or on legislative matters without the prior approval of the Board of Directors of Altrusa International.

ORIENTATION/REORIENTATION

Each Altrusa Club has the responsibility of building enthusiasm in each of its members through total, ongoing dissemination of information about Altrusa on the Club, District and International levels.

Orientation is critical to new members becoming committed and involved Altrusans. Suggestions for member orientation and reorientation programs are contained in the Membership Development manual which is available on the International Website.

NEW MEMBER ORIENTATION

STEP ONE: PRE-ORIENTATION

Principal Task: Provide sufficient information about Altrusa to allow the prospect to make an informed choice about membership before being invited into membership.

1. Develop a Club brochure or card-sized handout detailing the responsibilities of membership, Club activities, etc. Members can give this to prospects as an accompaniment to the International brochure.
2. Prepare a fact sheet of important information for members to share with possible prospects. Train members on how to use this information effectively. All members should be familiar with basic information about the local Club and the International Association.
3. Conduct membership events yearly. Feature presentations and displays showcasing your Club's activities.
4. Invite prospects to informal get-togethers and introduce them to your Club Officers and members of your Membership and Information Committees. Discuss the commitment and responsibilities accompanying Altrusa membership before asking them to join.

STEP TWO: NEW MEMBER ORIENTATION

Principal Task: Decide what and how information should be planned and delivered to the new member after initiation.

1. Sponsor informal, friendly group sessions having carefully planned discussion agendas that include ample time for individual participation.
2. Use the orientation outline described in this section.
3. Develop a new member "check list" to make sure every new member in your Club receives all appropriate orientation materials.
4. Review and update your orientation materials periodically to ensure that the information presented is accurate and current.

STEP THREE: NEW MEMBER INVOLVEMENT

Principal Task: Assimilate new members into the Club and involve them in its activities.

1. Create opportunities for all members to become acquainted with each other.

2. Plan situations that encourage new members to participate actively in Club discussions. Some Clubs ask new members to make a Club presentation early in their membership.
3. Develop a "sponsor" program in which a "seasoned" member (the sponsoring member or someone else) helps a new member become comfortable with the group.
4. Assign new members to a Club Standing Committee at the time of the initiation.
5. Involve new members in Committee work quickly. To speed the new member's personal involvement, each Committee should have an orientation plan that covers not only general responsibilities but Committee goals and current activities, too.

STEP FOUR: FIRST YEAR FOLLOW-UP

Principal Task: Assess the effectiveness of the orientation program and provide for additional orientation needs.

1. Develop an evaluation questionnaire and ask new members to assess their first year of membership. The questionnaire should address issues related to your orientation program and whether it is meeting its goals.
2. Involve new members in the Committee's review of the orientation program. This way you learn firsthand what aspects of the orientation program were done well and what needed improvement.
3. Select a new member (one with less than one year of Altrusa membership) to be a presenter in new member orientation sessions.
4. Keep a record of each new member's participation in Club and Committee activities. This information can provide valuable insight into membership gains (and losses).
5. After evaluating your new member orientation, apply the insights formed to your all-member reorientation presentations.

MEMBERSHIP RENEWAL AND REORIENTATION

Once a year, the entire membership should be reoriented to Altrusa. This information renewal is one of the most important programs the Club presents, for it offers all members the opportunity to renew their belief in and commitment to the local Club, District and International.

ORIENTATION/REORIENTATION OUTLINE

1. Orientation and reorientation on the local Club

- Review current service activities.
- Highlight major service projects sponsored since the Club was established.
- Explain administration and Committee organization.
- Explain how the year's program is planned and implemented.
- Explain the Altrusa classification system.
- Explain the privileges, responsibilities and the duration of membership.
- Explain the dues structure.
- Review Club publications.

2. Orientation/Reorientation on the District

- Describe composition of your District and how the District links Altrusa Clubs together.
- Explain the liaison role of the District with International.
- Discuss the District workshops, leadership seminars, annual Conferences and the value of attending them. Show the program book and materials from the last Conference and show materials used in workshops and seminars. Emphasize the fellowship.

3. Orientation/Reorientation on International

- Give brief history.
- Define the composition: number of countries, Districts, club members and International objectives.
- Emphasize the underlying value of the Principles, Ideals and Objectives of Altrusa in bringing new dimensions to individual lives.
- Discuss the International Convention and the importance of having the club's full delegation attend it.
- Discuss the Altrusa International Foundation and its activities. Explain how these projects and programs tie into the club's International relations, vocational services and community service programs. If the club has a 501(c)(3) umbrella foundation, explain its purpose, operation and administration.
- Review International publications and supplies; explain Altrusa image builders available through Doc Morgan.

4. Questions and Answers

- During this final part of the orientation, take every opportunity to emphasize the service aspect of Altrusa on all levels and how it improves the lives of people worldwide.

PARLIAMENTARY AUTHORITY

The rules of parliamentary practice in *Robert's Rules of Order, Newly Revised*, govern the proceedings of Altrusa International and all Districts and Clubs within the boundaries of the United States, subject to any special rules which have been or may be adopted by International, the District or Club. Clubs outside the United States may interpret the reference according to their customary rules of parliamentary procedure, subject to any special rules which have been or may be adopted by International, the District or Club.

A brief pocket guide, *Point of Order*, has been designed by Altrusa International to assist Clubs with the most frequently used parliamentary procedures. *Point of Order* is available from the International Office.

PHOTO RELEASE

A signed release is required to be on file at the International Office for any image used by the International Association in any of its various media if it contains people who are individually identifiable. An appropriate release can be found at www.altrusa.org. Releases forms that include minor children require parental consent.

The same type of release is required for Districts and Clubs when used in their media.

RESPONSIBILITIES OF MEMBERSHIP

A member who freely shares knowledge, experience and talent in Altrusa finds the dimensions of life richly expanded. The rewards of Altrusa membership are derived from the open acceptance and practice of the following member responsibilities.

1. Expect the most from membership by making a firm commitment to it.
2. Make every effort to know and practice the Ideals, Principles and Objectives of Altrusa.
3. Know the Bylaws and Policies necessary to meaningful participation and keep informed on the organization by reading all Altrusa publications.
4. Attend meetings regularly and take an active part. It is the fellowship experienced at meetings and the working together in service that brings full value to Altrusa membership.
5. Accept Committee assignments and be willing to assume top leadership roles in the Club, District and International when invited.

6. Be concerned with Club problems and participate in seeking their solutions.
7. Pay dues promptly.
8. Experience the total scope of membership by attending District Conferences and workshops and International Conventions and by supporting the International programs of the Foundation and the Association.
9. Be supportive of Club Officers and Committee Chairs so that they can fulfill their required assignments.
10. Be aware of Club progress toward its goals and be ready to join in whatever action is needed at each stage of the way.
11. Develop new ideas for the Club that can add to the impact of a program meeting; recruit members; expand a service project; and, in general, achieve satisfaction in being an Altrusan.
12. Enjoy being a member and don't hesitate to share a sense of humor. It makes membership a relaxing, enjoyable activity.

SISTER CLUBS

The goal of the Sister Club Program is to link one Altrusa Club to another. The Sister Club may be located in the same state or province or thousands of miles away. Clubs that wish to participate in the Sister Club Program should contact the International Office for full information and materials.

UNITED NATIONS REPRESENTATIVE

The United Nations encourages representation and participation from "the peoples of the world" through its Non-Governmental Organization (NGO). Since 1946, Altrusa has cooperated with the UN as an NGO. Altrusa has an official representative at the UN.

Altrusa International has NGO accreditation to the Economic and Social Council (ECOSOC) and the Department of Public Information (DPI). Each UN body within the auspices of ECOSOC has an equivalent NGO Committee in which NGO representatives are urged to become participating members. Altrusa is also a member of CONGO (the Conference of Non-governmental Organizations in Consultative Relationship with the United Nations). CONGO is an independent, international, non-for-profit membership association of NGOs that facilitates the participation of NGOs in UN affairs.

Our NGO Representative and Alternates are appointed each biennium and serve in the following ways:

- Attend weekly briefings (from September through May) for NGOs, serves as a participant member of Committees and/or sub Committees of selected ECOSOC programs, and attends a variety of other UN meetings.
- Provide reports on significant issues and events.
- Arrange opportunities for visiting Altrusans to attend briefings and other meetings.
- Provide UN material as requested to members and as may be obtained on any UN related topic.

VIRTUAL CLUBS

Virtual Club refers to a group of individuals who work together from different locations and interact using technology or other methods of electronic communication and are committed to the principles and purposes of Altrusa. Members of Virtual Clubs communicate electronically through regularly scheduled meetings and may never have a face to face communication.

Article I, Section 2 of the International Club Bylaws and International Policy 10F(f) govern Virtual Clubs.

YEARBOOK

A yearbook is the member's guide to the Club year. It should be designed to serve as a "quick reference file" of information on each Club member, on meeting dates and programs, on local Club Officers and Committee Chairs, on important District and International dates, and anything else relative to the current Club year's operations and projects.

Yearbooks take many shapes, sizes, and formats. Because the budget determines how much money can be spent on producing the yearbook, it is important that the Club take into account what it wants and needs from a yearbook (and how much that will cost) when it sets the yearly budget.

CHECKLIST FOR YEARBOOK EDITORS

FORMAT

- Cover includes official name of the Club (Altrusa International, Inc. of city, state/province and country)
- Appearance is pleasing and neatly presented
- Table of contents or index

- Logical arrangement of materials

LOCAL CLUB INFORMATION

- Dates of Club organization and charter
- Local theme and goals
- Officers and Board of Directors
- Charter members
- Past Presidents and dates they served
- Committee Chairs and Committee Members listed by Committee
- List of Club projects
- Meeting dates, times and places
- Roster of members, including home and business addresses, e-mail addresses, area codes and telephone numbers, classifications, year each member became an Altrusan, birthdays
- Space for new member information
- List of classifications represented in the Club

DISTRICT INFORMATION

- List of officers, and addresses and e-mail addresses; in election years leave space to add information on new Officers
- List of Committee Chairs, and their addresses and e-mail addresses
- Date and place of next District Conference
- Dates and places of seminars and workshops
- Number of Clubs and number of members in District
- Territorial boundaries of District

INTERNATIONAL INFORMATION

- Number of members, Clubs, and countries
- Altrusa International, Inc. theme
- Continuing International Literacy focus
- Date and place of next International Convention
- International Officers, and their addresses and e-mail addresses
- Address and telephone number and web address of International Office
- International Foundation information

OPTIONAL INFORMATION

- Organizational date of first Club
- Date Altrusa became International
- Altrusa colors
- Altrusa Collect
- Altrusa Motto
- Altrusa Benediction
- Obligations of Membership
- Principles of Altrusa
- Early history

- Altrusa milestones
- Club budgets

USABILITY

- Convenient size to handle and carry
- Accurate, up-to-date and carefully proofread
- Readable, clear type, headings stand out

DISTRIBUTION

- Every Club member (many Clubs allow members to purchase additional copies so they have one for home, and one for the office)
- District Governor and other officers and Committee Chairs as requested
- Each International Officer
- International Office
- File one copy in the current Club files
- Print a few extra for publications support with the media, for prospective members, and for new members

WEBSITES

The International Office maintains the official website for Altrusa International, Inc. and the International Foundation: www.altrusa.org

Links to District and Club websites are accessible from the International Home Page. In the interest of a unified communications standard for the International Association, District and Club sites are requested to follow the style of the International web site.