

THE FAWCO FOUNDATION ADMINISTRATIVE GUIDELINES

February 2019

ADDRESS

- 1 The permanent address is:
The FAWCO Foundation
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2. All communication with lawyers must be cleared in advance with the President.
(per 1998 Annual Interim Meeting)

LEGAL REQUIREMENTS (Articles of Incorporation, Article II)

1. Activities of the The FAWCO Foundation (TFF) are limited to charitable, scientific and educational purposes and for the purpose of supporting the rights of women and children throughout the world.
2. No members of TFF will receive any monetary benefits other than reimbursement of expenses as described in the Bylaws, Article X, Sec. I C.
3. The current and prospective Board of Directors of The FAWCO Foundation (the Board), the Development Grant Administrator, Education Awards Administrator and Target Project Fundraiser, their children and grandchildren, are not eligible for awards. The current members and prospective members of the Boards of Directors of FAWCO and FAUSA, their children and grandchildren are not eligible for awards.
4. No funds may be used for propaganda, attempting to influence legislation or campaigning for candidates for public office in any country.
5. To maintain TFF's status as a not-for-profit corporation, TFF must receive more than one-third of its support from the general public. (Official Correspondence, Letter from the lawyer, July 1988.) "General public" is assumed to mean "outside The FAWCO Foundation."
6. TFF should not be used as a conduit to pass money on from a third party. Example: airline tickets should go directly to the recipient from the airline (Official Correspondence, Letter from lawyer, July 1988).
7. Adequate records and case histories must be maintained to show the names and addresses of the recipients of aid, the amounts distributed to each recipient, the purpose for which the aid was granted, the manner in which the recipients were selected and the relationship, if any, between the recipient and a trustee, a grantor or a substantial contributor in order that any or all distributions made to individuals can be substantiated upon request made by the IRS. (Official Correspondence, Letter from the lawyer, October 1967.)

FISCAL YEAR

TFF's fiscal year is from January 1st through December 31st of the calendar year.

AMENDMENTS (Bylaws, Article XIV)

Proposed changes and/or revisions to the Bylaws or Administrative Guidelines (AGs) should be presented to all members of the Board of Directors (Board members), in writing, a minimum of two weeks before the actual voting takes place. In the case of six voting Board members, a quorum is defined as four, in person or by proxy.

BOARD OF DIRECTORS (Bylaws, Article IV)

The Board governs TFF and has full charge of all its activities. Detailed responsibilities and duties of the Board members are outlined under “Job Descriptions” in this document.

CONFLICT OF INTEREST POLICY

The “Conflict of Interest” policy is located in the “Policies” section of these AGs. The Board should review this policy at the beginning of their terms. They will be required to sign a document, that they have read and understood the policy, each year in which they serve on the Board.

The policy will also be distributed to the Education Awards Administrator, the EA committee, the Corporate Sponsor Coordinator and any volunteers assisting TFF on the recommendation of the Treasurer or President. These volunteers will be bound by the policy while they are assisting TFF.

REPORTING FRAUDULENT OR DISHONEST CONDUCT POLICY

Maintaining high standards of conduct and ethics is vital to TFF. The “Reporting Fraudulent or Dishonest Conduct Policy” is located in the “Policies” section of these AGs. All TFF Board members, administrators and coordinators are encouraged to report fraudulent or dishonest conduct (i.e., to act as a “whistleblower”) pursuant to the procedures set forth in this policy. They will be required to sign a document, that they have read and understood the policy, each year in which they serve on the Board.

REIMBURSEMENT OF TRAVEL EXPENSES POLICY

Board members will incur travel expenses during the course of fulfilling their duties as outlined in the Bylaws of The FAWCO Foundation Article X, Sec. 1.C. and Administrative Guidelines. This policy describes the expenses that are allowable within the context of mandated travel and the limits on reimbursement.

DOCUMENT RETENTION POLICY

TFF takes seriously its obligations to preserve information relating to litigation, audits, investigations and its history. The “Document Retention Policy” is located in the “Policies” section of these AGs. This policy provides for the systematic review, retention and destruction of documents received or created by TFF in connection with the transaction of its business. This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept and how records should be destroyed. All TFF Board members, Board appointees and volunteers should read this policy and follow the timetable and guidelines. They will be required to sign a document, that they have read and understood the policy, each year in which they serve on the Board.

PROGRAM SPONSORSHIP POLICY

TFF supports the philanthropic goals of FAWCO by developing, administering and fundraising for programs that improve the lives of women and children worldwide. The success of the programs relies on a fundraising strategy that is heavily dependent on donations from FAWCO Member Clubs, their members and others. The “Program Sponsorship Policy” outlines how TFF acknowledges its donors. Member Clubs and individual donors are encouraged to read this policy to understand their options when making a donation.

All Board members and the Donor Development Coordinator will be required to sign a document, that they have read and that they understand the policy, each term in which they serve on the Board.

The FAWCO Foundation Conflict of Interest Policy

Part I: Purpose

1. The purpose of the conflict of interest policy is to protect TFF's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a Board member of TFF or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.
2. TFF is an all-volunteer organization. No Board member or member of a committee receives salary or any compensation for his or her work with TFF.

Part II: Definitions

1. **Interested Person**
Any Board member or member of a committee with Board-delegated powers who has a direct or indirect financial interest, as defined below, is an interested person.
2. **Financial Interest**
A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - a. An ownership or investment interest in any entity with which TFF has a transaction or arrangement.
 - b. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which TFF is negotiating a transaction or arrangement.
3. **Other Considerations**
 - a. No Board member or member of their family, including grandchildren, may be considered for any TFF Education Awards while they are serving on the Board.
 - b. The Education Awards administrator, members of her committee and members of their families, including grandchildren, may not be considered for any TFF Education Awards while they serve on the committee.

Part III: Procedures

1. **Duty to Disclose**
In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Board and members of committees with Board-delegated powers considering the proposed transaction or arrangement.
2. **Determining Whether a Conflict of Interest Exists**
After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Board meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or committee members shall decide if a conflict of interest exists.
3. **Procedures for Addressing the Conflict of Interest**
 - a. An interested person may make a presentation at the Board meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
 - b. The Board President shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
 - c. After exercising due diligence, the Board shall determine whether TFF can obtain, with reasonable efforts, a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
 - d. If a more advantageous transaction or arrangement is not achievable, the Board shall determine by a majority vote of the disinterested Board members, whether the

transaction or arrangement is in TFF's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

- a. If the Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board determines that the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Part IV: Records of Proceedings

1. The minutes of the meetings of the Board and all committees with Board-delegated powers shall contain:
 - a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board or committee's decision as to whether a conflict of interest in fact existed.
 - b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Part V: Annual Statements

1. Each Board member and member of a committee with Board-delegated powers shall annually sign a statement that affirms such person:
 - a. Has received a copy of the conflicts of interest policy,
 - b. Has read and understands the policy,
 - c. Has agreed to comply with the policy, and
 - d. Understands TFF is charitable and, in order to maintain its federal tax exemption, must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Part VI: Periodic Reviews

1. To ensure TFF operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall include whether partnerships, joint ventures, and arrangements with management organizations conform to TFF's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.
2. **Use of Outside Experts:** TFF may use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

The FAWCO Foundation Reporting Fraudulent and Dishonest Conduct Policy

Part I: Purpose

1. Maintaining high standards of conduct and ethics is vital to TFF. All Board members, administrators and coordinators are encouraged to report fraudulent or dishonest conduct (i.e., to act as a “whistleblower”) pursuant to the procedures set forth in the next section.

Part II: Procedure

1. Reasonable concern about fraudulent or dishonest use or misuse of TFF resources or property should be reported directly to the President or the Counselor Liaison and should contain enough information to substantiate the concern and allow an appropriate investigation to begin. Reports may be submitted anonymously.
2. Appropriate action will be taken in response to reports. All reports received will be acted upon in confidence when possible, given legal requirements and the need to gather facts, conduct an effective investigation and take necessary corrective action.
3. Reasonable care will be taken in dealing with suspected misconduct to avoid baseless allegations, premature notice to persons suspected of misconduct, disclosure of suspected misconduct to persons not involved with the investigation and violations of a person’s rights under the law.

Part III: Whistleblower Protection

1. TFF will use its best efforts to protect whistleblowers against retaliation. Whistle-blower complaints will be handled with sensitivity, discretion and confidentiality to the extent allowed by circumstances and the law. Whistleblowers who believe that they have been retaliated against for reporting an activity, which that person believes to be fraudulent or dishonest, may file a written complaint about such retaliation with the President or the Counselor Liaison.
2. Any complaint of retaliation will be promptly investigated, and where allegations are substantiated, corrective action will be taken. This protection from retaliation is not intended to prohibit Board members from taking disciplinary action against individuals who report baseless allegations.

Reimbursement of Travel Expenses Policy

Part I: Purpose

1. Describes the expenses that are allowable within the context of mandated travel and the limits on reimbursement.

Part II: Procedure

1. In accordance with the Bylaws (Article X Sec. 1.C), expenses connected with Board members attending FAWCO Conferences/Interim Meetings (“IM”), TFF Annual and Interim Board meetings, plus Regional Meetings (as applicable) shall be reimbursed to the amount approved in the annual budget. Reimbursement for any expenses beyond the budgeted amount must follow the appropriate approval process per the AGs.
 - a. Board members’ Conferences/IM fees will be covered by TFF.
 - b. Reasonable transportation costs for direct travel to and from official Board meetings and FAWCO Conferences/IMs attended will be reimbursed. TFF will reimburse up to \$750 in economy airfare, at the lowest reasonable cost, without pre-approval; airfares over this amount must be pre-approved in advance by at least six weeks before travel.
 - c. Accommodation will be reimbursed based on double occupancy of a standard room. If a member opts for a single room, the reimbursement will be half the cost of a standard double room. Board members must apply for reimbursement through the approved process.

- d. If it is decided that the President should rent a hotel suite, as this proves to be the most economical and efficient solution for conducting the Board meetings, this expense will be reimbursed.
 - e. The President, or a designated Board member, attending Regional Meetings will be reimbursed for transportation and meeting fees only. Accommodation costs may be reimbursed when in-home accommodation cannot be provided by the host club. Reimbursement will not be given for the individual's own Regional Meeting. The yearly combined total Regional Meeting reimbursement will not exceed the approved annual budget.
 - f. The cost of working lunches will be reimbursed.
2. Approved transportation expenses will be reimbursed for the President attending FAWCO annual interim Board meetings. The FAWCO President, attending TFF's AIM, will have her working meals covered by TFF. This is a quid pro quo arrangement with FAWCO.

The FAWCO Foundation Document Retention Policy

Part I: Purpose

1. In accordance with the Sarbanes-Oxley Act, which makes it a crime to alter, cover up, falsify or destroy any document with the intent of impeding or obstructing any official proceeding, this policy provides for the systematic review, retention and destruction of documents received or created by TFF in connection with the transaction of its business.
2. This policy covers all records and documents, regardless of form (including electronic documents), contains guidelines for how long certain documents should be kept and how records should be destroyed. The policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records and to facilitate the operations of TFF by promoting efficiency and freeing up valuable storage space.
3. TFF takes seriously its obligations to preserve information relating to litigation, audits, investigations and its history.

Part II: Documentation Retention Policy

1. The Document Retention Policy identifies the record retention responsibilities of members of the Board and outsiders for maintaining and documenting the storage and destruction of TFF's documents and records.
2. TFF's Board members, volunteers, committee members and outsiders are required to honor the following rules:
 - a. Documents indicated under the terms for retention in the Document Retention Schedule will be placed in the "Documents for Archive" folder by Board members and transferred to the Archive by the Archivist.
 - b. A document required to be retained in paper can be printed from the electronic version when needed or shall be kept by the President.
 - c. Accounting records must be backed-up periodically by the Treasurer to an external hard drive and required reports transferred to Archivist at intervals prescribed by the Document Retention Schedule.
 - d. All electronic documents shall be stored in two locations – in a "cloud-based" archive and on TFF's portable external hard-drive, backed-up monthly by the Secretary.
 - e. All paper documents will be converted to electronic documents.

- f. Email correspondence that falls under any of the categories described in the Document Retention Schedule should be copied into a document and moved to each Board member's "Documents for Archive" folder.
- g. To comply with government auditing standards, no paper or electronic documents will be destroyed or deleted until retention period has been fulfilled.
- h. From time to time, the President may issue a notice, known as a "legal hold," suspending the destruction of records due to pending, threatened or otherwise reasonably foreseeable litigation, audits, government investigations or similar proceedings. No records specified in any legal hold may be destroyed, even if the scheduled destruction date has passed, until the legal hold is withdrawn in writing by the President.
- i. All other electronic documents will be deleted from all individual computers, databases, networks and backup storage after one year.
- j. All documents in the Archive will be stored in PDF format or accessible to the Board as "read only" to prevent changes to archived material.
- k. Documents to be archived should be placed in a "Documents for Archive" folder (located in each Board member's document storage area in the Company Drive in Google Drive).
- l. TFF's Archive is a resource for the Board members and is freely accessible to them. However, archived documents should not be shared as Google documents or downloaded and sent *to anyone outside of TFF* (ie. not including TFF volunteers). The President has to give permission to share documents outside of TFF.

Part III: Document Retention Schedule

1. The information listed in the Document Retention Schedule (see [Document Retention Schedule](#) in Addenda) is intended as a guideline and may include documents not currently maintained by TFF and may not contain all the records TFF may be required to keep in the future. Questions regarding to the retention of documents not listed in the Document Retention Schedule should be directed to the President.

Part IV: Core Document Retention Concepts:

1. A "document" includes all document and data types we work with (paper, email, documents, spreadsheets, PDF files, photographs, databases, etc.).
2. Retention is based on the content's function and not the format.
3. Legal obligations and/or long-term critical business needs determine retention times.
4. The Document Retention Policy applies to all members, volunteers and employees of TFF.
5. Generally, 80% of the documents and data generated don't have legal obligations or business needs that require long-term retention.
6. Keeping documents longer or shorter than established retention times actually hinders document retention compliance.

How To Be Compliant

7. Read, understand and comply with the Document Retention Policy and Schedule.
8. Let go of "just in case" retention - think about the purpose for keeping a document before you just keep it. Considerations:
 - a. Is TFF legally obligated to keep the documentation?
 - b. Does the documentation support a key organizational decision?
 - c. Is it a critical project document?
 - d. Is it a working document vs. a final version?
 - e. Is it a duplicate/convenience copy?
 - f. Is it of historical interest and worth keeping as such?

The FAWCO Foundation Program Sponsorship Policy

Part I: Purpose

TFF encourages clubs and individuals to sponsor our programs. Each program provides options for full and partial sponsorships. Sponsorship will not be announced or counted in the donation total until the funds are deposited in TFF's accounts.

Part II: Procedure

Development Grants

The purpose of our Development Grant Program is to fund projects that can make an immediate impact on, and lead to success for, the people that the projects support. The grant categories are aligned with the UN Sustainability Goals. There are four Development Grant categories: Health, Education, the Environment and Human Rights. The number of grants offered and the value of the grants may be changed with the approval of the Board.

Sponsorship Options:

1. Full Sponsorship

If an individual or club fully underwrites a Development Grant, the name of the grant will appear as follows:

**The American Women's Club of Wherever (or individual's name)
 Development Grant**

- a. The donation, or donation commitment/pledge, should be made by June for the club to be considered eligible as a sponsor for a Development Grant for the following year. The sponsorship is not finalized until TFF Treasurer receives the full donation.
- b. If a donation is made to fully sponsor a grant and TFF Board later increases the amount of the grant, TFF may supplement the donation to meet the grant amount. The grant is then considered to be fully sponsored.

2. Partial Sponsorship

A club or an individual may become a sponsor "in part" of a Development Grant for a minimum donation of \$1,000. If a club or individual partially sponsors a Grant, the name of the club or individual will appear as follows:

**The (Grant Name) sponsored in part by the American Women's Club of
 Wherever (or individual's name)**

- a. The donation or donation commitment/pledge, should be made by June for the club or individual to be considered eligible as a sponsor for a Development Grant for the following year. The sponsorship is not finalized until TFF Treasurer receives the minimum donation of \$1,000.
- b. If a grant is not fully sponsored, other clubs or individuals making the minimum \$1,000 donation may be offered the option to co-sponsor the grant. In this case, the name will appear as follows:

**The (Grant Name) sponsored in part by the American Women's Club of
 Wherever and the American Women's Club of Another Place**

- c. Upon receipt of donations, TFF President will coordinate with the clubs or individuals to determine which grant they will sponsor. TFF will make every attempt to align sponsorship with the club or individual's desired choice of grant but this is not guaranteed.

3. New Development Grant

- a. If a donor wishes to sponsor a grant in a different or more specific field, they must fully fund it and submit a brief proposal to the VP Programs.

- b. The proposal will be put before TFF’s Board for a final approval.
- c. The rules, regulations and administration regarding the Development Grant are the sole responsibility of TFF.

Education Awards

The importance of fostering peace through knowledge and the belief that education is essential to developing peace-loving attitudes in children are cornerstones of TFF Education Awards Program. Our Education Awards Program offers annual awards to Club Members as well as their children and grandchildren. The number of awards and the amount of the awards may be changed upon the approval of TFF Board.

Sponsorship Options:

1. Full Sponsorship

A fully-funded Education Award will appear as follows:

The American Women’s Club of Wherever (or individual’s name) XX Award

- a. The donation, or donation commitment/pledge, should be made by June for the club or individual to be considered eligible to sponsor an award for the following year.
- b. Sponsorship is not finalized until TFF’s Treasurer receives the full donation.

2. Partial Sponsorship

A club or an individual may become a sponsor “in part” of an Education Award for a minimum donation of \$1,000. If a club or individual partially sponsors an Education Award, the name of the club or individual will appear as follows:

The XX Award sponsored in part by the American Women’s Club of Wherever (or individual’s name)

- a. The donation, or donation commitment/pledge, should be made by June for the club or individual to be considered eligible to sponsor an award “in part” for the following year. The sponsorship is not finalized until TFF’s Treasurer receives the **minimum** \$1,000 donation.
- b. If an award is not fully sponsored, other clubs or individuals making the minimum \$1,000 donation may be offered the option to co-sponsor the award. In this case, the name will appear as follows:

The XX Award sponsored in part by the American Women’s Club of Wherever and the American Women’s Club of Another Place.

3. New Education Award

If a donor wishes to sponsor an Education Award in a different or more specific field, a brief proposal must be submitted to the VP Programs. The proposal will be put before TFF’s Board for final approval. In addition to the guidelines above:

- a. Academic Awards are only for children of FAUSA, FAWCO Club Members and FAWCO Individual Members.
- b. Dual Cultural Award is for children and grandchildren of FAWCO Club Members and FAWCO Individual Members.
- c. Member Awards are for FAUSA and FAWCO Club Members and Individual Members.
- d. It must be fully funded by the sponsor.
- e. The rules, regulations and administration regarding the Education Award are the sole responsibility of TFF.

The FAWCO Foundation Development Grants Program

The Development Grants Program reflects the passions and interests of FAWCO Member organizations.

1. The grants are sponsored through donations made by FAWCO Member organizations, their Individual Members and TFF fundraising activities. The number of grants awarded each year is based on the amount of annual donations.
2. The Development Grant categories are announced in the fall and grant application packages are available on TFF's website, www.fawcofoundation.org.
3. FAUSA and Member Clubs in good standing (as specified by FAWCO) may nominate projects by submitting grant application packages.
4. No substantive changes may be made to the Development Grant application without Board approval.
5. The packet includes:
 - a. Nomination instructions.
 - b. Description of Development Grant categories.
 - c. Development Grant nomination application.

Before accepting a grant nomination application, the following should be noted:

1. The nominating club must:
 - a. Be a FAWCO Member Club in good standing as specified by FAWCO;
 - b. Have been a member of FAWCO for at least one continuous calendar year as of the application deadline.
2. A FAWCO Member Club or FAUSA may submit up to two nominations per year.
3. A recipient project may not be nominated again for three years from the year of prior application. For example, a project that received a DG in 2017 cannot be nominated again until 2020.
 - a. However, within that three-year period, a different project operated by the same charity may be nominated.
4. The nominating FAWCO Member Club or FAUSA must have supported the nominated project for at least one full calendar year prior to submitting the nomination. Support is defined as donation of goods, services or money made by more than two individuals of a FAWCO Member Club or FAUSA.
5. A Target Project nomination may not be submitted simultaneously for a Development Grant with the notable exception outlined in The Development Grants Program, para. 6.
6. A FAWCO Member Club or FAUSA may nominate any non-shortlisted Target project for a Development Grant within the same year, provided the charity meets all of the requirements for said grant. This nomination may only be submitted after the Target Project shortlist is announced.

The nomination and application process is as follows:

1. The deadline for nominating a project for a Development Grant should be no later than 8 weeks prior to the FAWCO Conference/IM.
2. A selection committee evaluates the nominated projects and produces a list of nominations.
3. The ballots should be available 4 weeks prior to the FAWCO Conference/IM.
4. Nominated projects are listed alphabetically without identifying the nominating FAWCO Member Club or FAUSA.
5. The ballot will include a summary of the nomination and description of how the funds will be utilized.
6. The listed nominated projects are placed on a ballot and one representative from each FAWCO Member Club and FAUSA is eligible to cast one vote in each category to determine the recipients.
7. Member Clubs are encouraged to read the complete information and descriptions of all nominations before voting.
8. The deadline for submitting an online ballot is generally before, but ballots can be handed in at the FAWCO Conference/IM.
9. In the event of a tie, TFF Board will vote to break the tie.

10. The final list of recipients is then presented by VP Programs to TFF Board for approval by vote.
11. The recipients are announced at the FAWCO Conference/IM.
12. Recipients must sign a Statement of Agreement before the funds are released.
13. Grants must be claimed by October 31 of the year they were awarded.
14. Unless the Board has approved a petitioned SoA amendment by the sponsoring club, unclaimed grants will go to the runner-up project. This is noted in the DG Statement of Agreement.
15. The nominating FAWCO organization is responsible for obtaining two progress reports from the grant recipients. The deadlines are December of the DG award year and the following June. These reports must be submitted to the Development Grants Administrator

The FAWCO Foundation Education Awards Program

Created by and for FAWCO clubs, FAWCO Individual Members and FAUSA, the Education Awards Program has recognized excellence in academic achievement since 1972.

1. The Education Awards Program elevates the profile of the recipients who have attained the highest standards through their hard work.
2. TFF hopes to promote international understanding and goodwill by giving annual awards for study in the U.S. or abroad at high school, undergraduate and graduate levels.
3. The awards are funded through donations made by FAWCO Member Clubs, their Individual Members and TFF fundraising activities.
4. The number of awards given each year is based on the amount of annual donations.
5. A sampling of awards offered annually may include:
 - a. Arts Award
 - b. Science Award
 - c. Humanities Award
 - d. Dual Cultural Award
 - e. Women in Technology Award
 - f. University Degree Study Award
 - g. Skills Enhancement Award
6. The awards categories are announced in the fall. The applications are available on TFF's website: www.fawcofoundation.org.

Academic Awards are available to eligible applicants defined as:

1. A child of a FAUSA or FAWCO Club Member or Individual Member, regardless of their nationality and regardless of whether or not their club has made a contribution to TFF's programs;
2. A student between the ages of 17 and 27 at the application deadline date.
3. Applicant's parent must be a member of FAUSA or be a FAWCO Club Member or Individual Member for at least one continuous year at the application deadline. If the Member has transferred from one FAWCO Club to another Club or to FAUSA, or been accepted as a FAWCO Individual Member with an interruption of no longer than three months, the applicant will be considered as having met the time requirement.
4. A Dual Cultural Award Recipient may apply for Academic Awards.

An eligible Dual Cultural applicant is defined as:

1. A child or grandchild of a FAWCO club member or a FAWCO Individual Member, regardless of nationality and regardless of whether or not their club has made a contribution to TFF's programs.

2. Applicant's parent/grandparent must be a member of a FAWCO club or have been a FAWCO Individual Member for at least one continuous year at the application deadline. If the member has transferred from one FAWCO Club to another Club or been accepted as a FAWCO Individual Member with an interruption of no longer than three months, the applicant will be considered as having met the time requirement.
3. The Dual Cultural Award applicant must have one parent or grandparent who is a U.S. citizen and one parent or grandparent who is a non-U.S. citizen. The applicant must be between 13 and 18 years old at the application deadline date and must have lived outside the United States for at least the last six (6) years.

An eligible Member Award applicant is defined as:

1. A FAWCO club member, a FAUSA member or a FAWCO Individual Member, regardless of nationality and regardless of whether or not their club has made a contribution to TFF's programs.
2. Applicants must be a member of a FAWCO club, FAUSA or a FAWCO Individual Member for at least one continuous year at the application deadline. If the member has transferred from one FAWCO Club to another Club or to FAUSA or been accepted as a FAWCO Individual Member with an interruption of no longer than three months, the applicant will be considered as having met the time requirement.

No substantive changes may be made to the Education Award application without Board approval. A FAWCO or FAUSA member, their children or grandchildren may each apply for only one (1) Education Awards per award year.

1. A Pre-Selection Committee reviews and evaluates the applications and submits a shortlist to the Final Selection Committee.
2. The Final Selection Committee evaluates the shortlist and chooses the final list of recipients which are then presented by VP Programs to the Board for final approval by vote.
3. The recipients are announced at the annual FAWCO Conference/IM.
4. A Statement of Agreement must be signed by October 31st by the recipient, and be returned to VP Programs with a valid proof of enrollment before the funds are disbursed.
5. The recipients are required to complete and submit one progress report to the Education Awards Administrator not later than 8 weeks prior to the FAWCO Conference/IM.

The FAWCO Target Program

The purpose of the Target Program is to demonstrate the power of FAWCO Clubs working together toward a common goal in order to increase knowledge and awareness of global issues affecting women and girls as part of the UN Sustainable Development Goals. This program follows a three-year cycle of issue awareness and education, project selection, fundraising, project monitoring, review and evaluation. TFF is a full partner in the Target Program and serves as the fundraising body for the Target Project.

First phase (one year):

1. Program is launched during a FAWCO Conference/IM session with the announcement of the selected area of interest and Target Program Chair.
2. TFF appoints a Target Fundraising Coordinator (TFC).
 - a. VP Fundraising is accountable to recruit a TFC to serve for the duration of the Target Project, approximately two years.
 - b. The recruiting discussion begins at the Board meeting after the FAWCO

- Conference/IM in which the new Target Program is announced.
3. TFF provides input into the fundraising goal and project selection process.
 - a. TFF's recommendation for the Target Program fundraising goal is based on previous Target Programs' Deep Dive Analyses and the latest VP Fundraising/TPC's Final Target Fundraising Report.
 - b. VP Programs serves on the Target Project Selection Committee.
 - c. TFF ensures that the Statement of Agreement for the Application Packet is updated and correct based on the previous Target Fundraising cycle reports.
 - d. FAWCO is accountable for receiving and vetting applications during the Project Selection phase and managing the voting process with FAWCO Member Clubs.
 4. The TFC and VP Fundraising work with the FAWCO Target Chair to prepare for the launch of the fundraising campaign. When the recipient of the Target Project is named at the Conference/IM, this is the formal kick-off for the fundraising project. This includes the launch of marketing, sales and communication plans and budget.

Second phase (two years):

1. The FAWCO Target Chair (FTC) and our TFC work together as a team.
 - a. FAWCO remains accountable and responsible to work with Member Clubs, and act as the single point of contact with the selected project.
 - b. FTC and TFC meet regularly for information exchange.
 - c. TFC, in coordination with VP Fundraising and Treasurer, provides Target Project Fundraising reports.
 - d. TFC, with the approval of VP Fundraising and TFF President, presents Target Project updates in conjunction with the FTC at FAWCO Conferences/IMs.
 - e. It is important to note that many Member Clubs have their own philanthropy strategy which includes Target donations. TFF is not responsible for managing Member Club activities.
2. TFF develops a campaign to augment and strengthen those activities through fundraising ideas, Backing Women Boutique, matching grants, etc.
3. Typical activities include:
 - a. Conducting a workshop at the Conference/IM when the project is announced
 - b. Developing sales kits and promotions for FAWCO Reps
 - c. Managing Backing Women Boutique sales and inventory
 - d. Conducting Target fundraising activities during FAWCO Conferences/IMs or Regional Meetings
 - e. Communicating fundraising initiatives and progress via website, Facebook, TFF's News, monthly Target Bulletins, and the FAWCO News in Brief, etc.
 - f. Working with the VP Communications to ensure that Member Clubs' contributions are acknowledged via a Target Medallion and overall fundraising progress is exhibited on our webpages (ex: charity thermometer)
4. An essential TFC function is to utilize a fundraising tracking mechanism for donations that enables TFF to analyze donor information for reports and to acknowledge individuals and clubs. This is an ongoing analysis which provides the data for the "Deep Dive" report.
 - a. The Treasurer plays a key role in recording and reporting donations to the designated Target team and quarterly disbursements to the Target Project.
 - b. The "Deep Dive" report is the basis for the End of TP Fundraising Report. It is prepared at the end of the Target Program and presented first to TFF Board for review and then to the Target Program Review Committee.
5. A final report is developed by the Target Program Review Committee based on experience, reporting and post-project meetings with the FAWCO Target Chair. Either the VP Fundraising or TFC should be on this Committee.

Responsibilities of Board Members

Administrative Responsibilities

1. Becomes familiar with the following documents which can be accessed online from our website: www.fawcofoundation.org
 - a. TFF Articles of Incorporation
 - b. Bylaws
 - c. Administrative Guidelines
 - d. "A History of The FAWCO Foundation" 50th Anniversary Edition
 - e. Board meeting Minutes and Motion Roster
 - f. Pamphlets
2. Becomes familiar with the following documents which can be accessed online from FAWCO's website: www.fawco.org
 - a. FAWCO Bylaws
 - b. FAWCO Administrative Guidelines
 - c. FAWCO Target Handbook
 - d. FAWCO 75th Anniversary History Book
3. Reads thoroughly TFF Conflict of Interest Policy, signs the required document and forwards it to the Secretary.
4. Reads and understands the Reporting Fraudulent or Dishonest Conduct Policy, signs the Statement of Acknowledgement and forwards to the Secretary.
5. Reads and understands the Document Retention Policy, signs the Statement of Acknowledgement and forwards to the Secretary.
6. Sends passwords for any accounts (banking, online accounts etc.) to the President. All usernames for online accounts should be the officer's TFF alias.
7. Maintains and transfers all files and correspondence as per the Document Retention Policy.
8. Notifies the Secretary of change of personal data (or contact details).
9. Submits to the President any requested report for the purpose of annual reporting, data collection or event analysis.

Financial Responsibilities

1. Provides, in writing to the Treasurer, any budget requirements or concerns prior to August 1st.
2. Requests advance approval from the President, in consultation with the Treasurer, for anticipated expenses exceeding the budgeted amounts.
3. Submits all receipts for expenses (using TFF expense reimbursement form) to the Treasurer within 30 days of expenditure.
 - a. Reimbursement for travel expenses to Board meetings, Regional Meetings and the FAWCO Conference/IM is restricted as outlined in the Reimbursement of Travel Expenses Policy.
4. Reviews Treasurer's monthly financial reports.

Communications

1. Submits all official written communications/documents intended for persons outside TFF for presidential approval.
2. Provides the President with a copy of all official correspondence (e.g. letters from TFF lawyers, the IRS, etc.), for review and approval. Provides a copy to the Secretary for storage on TFF external hard drive and cloud-based Archive.
3. Reviews all web pages under her direct responsibility once a month and submits any changes to VP Communications.
4. Submits all direct communication with the FAWCO Board, FAWCO Reps and Clubs to TFF President for approval before publication.

Meetings

1. Regular and online Board meetings must meet the same standards. Meetings are conducted using Robert's Rules of Order. A quorum must be present, motions sponsored and seconded, votes recorded within the minutes.

Each Board member:

1. Attends all TFF Annual General Meetings (AGM), Annual Interim Meetings (AIM) and other duly scheduled Board meetings. Online Board meetings may be held by Skype connection or other format.
2. Utilizes the proxies each meeting using the form provided by the Secretary to ensure a quorum. The proxy designee must be a voting TFF Board member. A Board member votes the same for a proxy as for themselves unless there are written instructions to vote differently or to abstain.
3. Shares discussion points on the agenda provided online by the Secretary by the agreed upon due date. If there is any additional information that a Board member wishes to share, it is included in the shared Google Drive agenda folder.
4. Prepares for the meetings by studying previous minutes and the draft agenda.
5. Presents a report covering discussion points from the agenda. If necessary, the President may allow time for other urgent items.
6. Presents a written annual report at TFF AGM that includes:
 - a. Work accomplished during the year
 - b. Suggestions for the future
 - c. A record of expenses
 - d. Suggested changes to the Administrative Guidelines
7. Presents a written report at the AIM that includes:
 - a. Work accomplished to date
 - b. Project proposals for the current year

Responsibilities To Transition The Incoming Board

The new Board takes office at the close of the FAWCO Conference in the election year. Immediately after the election, the outgoing VP Communications will send an email to all members of the incoming Board that will provide a list of the key TFF documents with links to their locations. Each outgoing Board member

1. Transfers to the Archive Folder all files and correspondence as per the Document Retention Policy.
2. Contacts their successor to insure that they have reviewed the Administrative Guidelines and have been able to access all of the files pertaining to the area of responsibility.
3. Sends successor any additional documents or correspondence specific to the position.
4. Assists in familiarizing the successor with these documents.
5. Reviews the Job Description as outlined in the Administrative Guidelines as well as the descriptions for the positions that report to them.
6. Reviews any work that is in progress and estimates when it will be completed.

President

The President is the chief executive officer of TFF and, as per the Bylaws:

1. Must be a citizen of the United States of America.
2. Elected by the FAWCO Board of Representatives for a two-year term.
3. Must reside outside of the United States at time of election.

The President's responsibilities include but are not limited to:

Meetings

1. Presides at all meetings of TFF in accordance with the most current edition of Robert's Rules of Order.
2. Approves the topics for the final agenda and sends to the Secretary for distribution to the Board prior to the meeting and for inclusion in the meeting minutes.
3. Initiates the meeting call if the meeting is to be held via Skype or other conference systems.
4. Calls special meetings as needed.

Communications and Reporting

1. Maintains contact with the FAWCO President and other FAWCO officers and FAUSA.
2. Presents two reports to FAWCO.
 - a. Writes an Annual Report that summarizes TFF activities during the past year, including a list of club and individual donors (ex: Friends of The Foundation), information about awards and grants recipients, TFF's activity in support of the Target Program and any other project as well as completed and reviewed financial reports by January 15 for inclusion in FAWCO's Annual Report.
 - b. Prepares presentations updating TFF activity and presents it to the FAWCO Board of Representatives. These presentations include a report on the progress of previous year's recipients, the board's accomplishments for the designated year, announcing all DG and EA recipients, and a summation of fundraising events held during the conference.
3. Presents progress reports to TFF Board: one at the AIM and one at the AGM.
4. Prepares the "Friends of The Foundation" list in conjunction with the Treasurer for TFF's Annual Report.
5. Approves all documents (e.g. Constant Contact, website) intended for persons outside TFF, before distribution.
6. Coordinates and ensures information is disseminated and funds are solicited throughout the year via FAWCO publications.

Financial

1. Signs signature cards with the Treasurer for all accounts.
2. Deposits and disburses funds when the Treasurer is unable to do so.
3. Approves procedure for accepting donations at the FAWCO Conference/IM with the Treasurer, VP Fundraising and the FAWCO Board.
4. Has final approval for all fundraising and donor development projects.
5. Secures donations and coordinates Club sponsorship of TFF programs.
6. Reviews with the Treasurer IRS Publication 557 (www.irs.gov/publication/p557), which describes the status and responsibility of charitable organizations.
7. Reviews annual 990 IRS report with the Treasurer prior to submission.
8. Sends a letter of thanks for each donation over \$250.00, whether monetary or gift.

Administration

1. Maintains a file of all user IDs and passwords for all TFF online and banking accounts received from Board members.
2. Attends FAWCO Regional Meetings whenever possible.
3. Ensures that all TFF activities adhere to deadlines.
4. Appoints non-voting members to assist TFF, on the advice of Board members.
5. Appoints the Nominating Committee Chair at the AGM one year prior to the election upon approval by the Board. (Bylaws, Article XI).
6. Briefs the newly elected president of FAWCO on TFF, and maintains close communication throughout the term of office.
7. Maintains the President's permanent files and ensures that all documents mandated for retention are transferred to the Archive Folder at the end of the term of office or at such time as the documents are no longer active.

8. Serves as a non-voting appointed member of the FAWCO Board of Directors and attends their Board meetings whenever possible.
9. Adheres to the responsibilities outlined for all members of the Board as described in this document.

Nominating Committee Chair

The Chair of the Nominating Committee is appointed by the President. In charge of forming a committee that is responsible for preparing a slate of candidates for election by the FAWCO Board of Representatives and TFF Board according to TFF Bylaws, Article XI. Her responsibilities are:

1. Appoints at least two and up to four committee members. The Chair is a voting member of the committee.
 - a. Nominating Committee members should represent a wide range of FAWCO clubs and may have served in any TFF or FAWCO capacity.
 - b. The Chair may ask for volunteers through TFF's communications media and ask them to serve prior to the FAWCO IM.
 - c. They shall also ask for volunteers from the floor at a general session who may be asked to serve on the committee.
 - d. Appointments are approved by the President and the Board.
 - e. A Nominating Committee member and children are not eligible for any awards during their tenure.
2. Calls a meeting of the Committee either in person or via Skype within 30 days of the end of the FAWCO IM.
 - a. Chair will explain the recruitment process, provide job descriptions, give guidelines for discussion of candidates, explain expectations of members, etc.
 - b. Committee members should begin work immediately following appointment so that Chair may send out letters of interest to possible candidates in early Fall.
 - c. A member of the Nominating Committee must vacate their place on the Committee if they contemplate running for office.
 - d. The Chair is a voting member of the Committee.
 - e. Discretion and appropriate comportment is required and expected of all Committee members. A breach of discretion or inappropriate comportment may result in dismissal of a Committee member by Chair.
3. Works with Committee to draw up the slate.
 - a. The Committee shall prepare a slate of nominees. Candidates must meet the specific needs of the position and be comfortable working together.
 - b. The nominee for President shall be consulted about candidates for other Board positions.
 - c. The Committee shall be aware of the eligibility requirements of candidates as they appear in the Bylaws, Article IV, Sec. 2, Terms of Office. The Committee should consult members in the Member Club of the person being considered.
 - d. Nominations may be solicited from TFF Board, FAUSA and FAWCO Club Members and Individual Members.
 - e. The Committee must have ample time to consider candidates and make their decisions. Therefore, the Committee should be aware of the strict deadline for nominating candidates is at least one month before the FAWCO Biennial Conference.
 - f. Presents the final slate of candidates, with a summary of their CVs, to the Board no later than the second day of the AGM held in the election year. The slate should be sent out to the Board before the AGM.

4. Outlines and monitors the selection process of the candidate.
 - a. Every prospective candidate must complete a CV.
 - b. Job descriptions, TFF Bylaws and Administrative Guidelines must be sent to candidates who express interest in running.
 - c. Each person on the final slate must give her written permission to appear on the ballot (email acceptable).
5. Announces the slate at a general session of the FAWCO Biennial Conference. Nominations are accepted from the floor. Any candidates nominated from the floor:
 - a. Must complete a CV.
 - b. Must be approved by the Nominating Committee before being added to the slate.
6. The Nominating Committee Chair is responsible for two sets of election ballots.
 - a. One set is for the Board of Representatives of FAWCO which votes for the officers of TFF.
 - b. The second set is for the outgoing Board which votes for the remaining members of TFF Board.
7. The Nominating Committee Chair is responsible for holding the elections.
 - a. The elections take place at least 24 hours after the presentation of the slate.
 - b. TFF Board may schedule its election as it wishes, as long as the 24 hour time interval is observed.
 - c. Two tellers and the Chair count the ballots. The Chair announces the results and advises the candidates of their election.
8. The Nominating Committee Chair presents a report at the close of the AGM, with copies for each Board member, which includes: name and club of the Committee members, list of persons who expressed interest in working for TFF, suggestions from the Committee for future candidates, and procedures.
9. Maintains Nominating Committee files as specified in TFF's Document Retention Policy for forwarding to the President. Discretion is required for any comments that appear in the files.

FAWCO Foundation Parliamentarian and Counselors' Liaison

Parliamentarian

The Parliamentarian is appointed by the President to serve as a non-voting member of the Board. The responsibilities include but are not limited to:

1. Assists the President regarding the management of meetings using Robert's Rules of Order, preferably the most recent edition.
2. May submit suggestions of agenda items for meetings to the President.
3. Prepares draft revisions of the Bylaws and Administrative Guidelines if so requested.
 - a. Requests all Board members to submit suggested revisions after the FAWCO Conference/IM at the end of the first year of their term.
 - b. Consults with each Board member regarding revisions.
 - c. Submits revisions to President for review.
 - d. All revisions must be approved by a vote of the Board.
4. Serves as advisor to TFF Board.
5. Supports the Archivist and reports on archive activities to TFF Board.
6. Maintains the Parliamentarian's permanent files and ensures that all documents mandated for retention are transferred to the Archive Folder at the end of the term of office or at such time as the documents are no longer active.

Counselors' Liaison

The Counselors' Liaison is appointed by the President. Counselors are former Presidents of TFF.

1. Maintains communication between TFF Counselors and Board, informing on TFF events and updates.
 - a. May be invited to attend Board meetings and participate in discussion but does not vote.
 - b. May submit suggestions of agenda items for meetings to the President.
2. Serves as person responsible for investigation of any reported fraudulent or dishonest use or misuse of TFF resources or property. May ask other Counselors for assistance.
3. Responsible for ensuring that the person who reported any fraudulent activity is protected against retaliation as per the whistleblower clause in the Reporting Fraudulent and Dishonest Conduct Policy.
4. May ask other Counselors for assistance.
5. General advisor to TFF Board.
6. Maintains the Counselors' Liaison's permanent files as hard copies or electronic media as specified in the Document Retention Policy.

Archivist

The Archivist is responsible for TFF's official archive, is appointed by the President and reports to and is supported by the Parliamentarian, who has final approval on all decisions not needing Board approval. The Archivist is not a member of the Board but may be invited to attend Board meetings. Experience and proficiency with Google Drive are required. The Archivist has the following responsibilities:

1. Acts as central contact person for the archive.
2. Provides support to the Board, and those approved by the Board, in using the archive.
3. Provides historical information when directed by the President.
4. Maintains Board confidentiality.
5. Assists the Board in providing required Document Retention files for archiving.
6. Accesses photos of TFF activities at FAWCO events.
7. Ensures, with guidance from the Parliamentarian, that the structure of the archive reflects any changes in the Document Retention Schedule in TFF AGs.
8. Maintains an index tool, i.e. "Map of the Archive", that lists the names of the main folders and subfolders that make up the structure of the archive.
9. Assists in the research for updates to the official history of TFF.

The Archivist may recruit volunteers to assist where appropriate. The Archive team may consist of

1. The Archivist
2. The Parliamentarian
3. The Secretary
4. 1 or 2 others as necessary

The Archive team meets on an as-needed basis to

1. Address requests for information and questions.
2. Discuss maintenance and ongoing review of the structure and contents of the archive; required formatting of files.

Vice President Communications

The Vice President Communications provides information about TFF to FAWCO clubs via our website, mailings and electronic presentations. She must be a citizen of the United States of America. She is elected by the FAWCO Board of Representatives for a two-year term. She may appoint assistants at her discretion. The VP Communications' responsibilities include but are not limited to:

Administrative Responsibilities (as per the Bylaws)

1. Presides over meetings in the absence of the President.
2. Assumes the office of President if vacated.
3. Must reside outside of the United States at time of election.

Website Responsibilities

1. Is responsible for TFF website and serves as the Web Manager but may have an assistant appointed by the president.
2. Designs, publishes and maintains webpages and their elements.
3. May recruit paid assistance on special Internet-related projects with advance Board approval.
4. Works closely with FAWCO Website Administrator on major website updates and new Internet-related applications.
5. Organizes the approved online posting of all Board members' material.
6. Coordinates with each Board member and the FAWCO 1st VP Communications to post and publish all approved material/publicity on the website and in TFF publications, including but not limited to:
 - a. Education Awards application forms
 - b. Development Grant nomination forms
 - c. Development Grant Ballots
 - d. Target Program or other special project information
 - e. FAWCO Reps/RC page
 - f. Programs Informational Pamphlets
 - g. Donations/Funding
 - h. TFF information for FAWCO Conference/IM
 - i. Online Auction
 - j. Friendship Quilt
 - k. Friends of The Foundation
7. Conducts a review of the website at least once a month to ensure that information is accurate, updated and consistent throughout the website.
8. Requests that Board members review website pages for accuracy, consistency and that information is current and to send her the links to the pages requiring corrections/revisions. She can appoint additional volunteers ("website auditors") to assist in the review.
9. Insures that all material removed from live website is saved in website archive.
10. Includes review and status of website in reports to Board.

Social Media Responsibilities

Coordinates with VP Programs and VP Fundraising in posting of information on social media with regards to TFF programs and initiatives (e.g. Matching Grant programs, Conference/IM information, etc.) Posts latest edition of NEWS to social media.

Additional Responsibilities

1. Prepares and coordinates Constant Contact (www.constantcontact.com) publications. This includes TFF's newsletter. This publication will be sent to the President for approval and the FAWCO 1st VP for review before distribution.
2. Assists the President with publication of TFF news items for the NiB, Forum, and other FAWCO publications as needed.
3. Provides FAWCO 2nd VP Member Clubs with TFF information and deadline dates for distribution to FAWCO Reps/RCs.
4. Maintains and keeps record of all logins and passwords for our website, access to the FAWCO server and Constant Contact accounts.

5. Oversees creation of graphics and designs used by TFF. This includes the medallions for the Target Donor Wall.
6. Promotes Target Project on the website, the newsletter, Facebook page and all other appropriate media.
7. In the event of any hard copy communications, solicits quotes for printing, submits for Board approval, and coordinates with the responsible parties their printing and mailing.
8. Coordinates the publicity for corporate sponsorship and partnership campaigns with President and VP Fundraising.
9. Maintains the VP Communication's permanent files and ensures that all documents mandated for retention are transferred to the Archive Folder at the end of the term of office or at such time as the documents are no longer active.
10. Adheres to the responsibilities outlined for all members of the Board as described in this document.

Secretary

The Secretary has the responsibilities of a secretary of a corporation and will assist the President upon request. The Secretary may appoint an assistant, and should have a working knowledge of word processing and spreadsheets. Responsibilities include but are not limited to:

Minutes

1. Takes minutes of all meetings of the Board. Takes notes during joint meetings with the FAWCO Board and records business that affects TFF during Conference/IM general sessions.
2. Prepares draft minutes within three weeks for review by the Board. Within one month of the meeting, distributes the final draft to the Board. Minutes include:
 - a. A record of discussions and all Board-approved decisions from the meeting.
 - b. Reports from TFF Board members.
 - c. Reports are not always required, however, the minutes should always include the President's report, the Treasurer's report and the financial reports.
 - d. Any special documents or reports that were presented at the meeting.
3. Records the vote for all awards and grants given each year, to include the name and amount of the award and the name of the recipient and the FAWCO Member Club.
4. Updates the Motions Log monthly and maintains the Log with the Minutes file.
5. Updates Action Items list in the Minutes folder.

Meetings

1. Sends a proxy designation form to the Board prior to the first meeting of the newly constituted Board.
 - a. Proxies are required for meetings of the Board to ensure a quorum.
 - b. Proxy designee must be a member of the Board.
 - c. Proxies are not required of nor can be held by non-voting members of TFF.
 - d. New Board members brought on during the term of the Board must fill out a proxy designation form.
 - e. Proxy designation forms must be updated annually as per the Bylaws, Article IX, Sec. 4.
2. Makes monthly agenda available to the Board a minimum of one week before the meeting; approval authority for agenda items rests with the President.
3. Gives notice of the AGM not less than 30 or more than 40 days prior to the meeting.
4. Sends notice of any other special meetings outside of normal Board business within a reasonable time.
 - a. Such notice may be given by whatever means necessary.
 - b. Notice of special meetings should also be sent to Counselors' Liaison.

5. Requests that all reports and related documents for meetings be submitted to the shared Google Drive folder prior to meetings.

Email Voting (see [Process for Email Voting](#) in the Addenda at the end of these Administrative Guidelines)

The Secretary:

1. Retains a Google document annotating received emails (motion, second, votes, any discussion, etc.) on the shared drive.
2. Adds the motion to the Motions Roster on the shared drive.
3. Annotates the event in the next set of minutes under Information Only section of the Secretary's Report.
4. Reports back to the Board via email, results of the vote as she is the one recording the written results on the Shared Drive. The Board notification step can also be done by the President.

Google G Suite Administration

1. Onboard new Board members and committee members by adding, renaming and managing company drive users.
2. Create email address:"position@fawcofoundation.org" and inform new member of password.
3. Send Statements of Acknowledgment for policies: Document Retention, Reporting of Fraudulent or Dishonest Conduct, Programs Sponsorship, Conflict of Interest. Ask new members to please sign, scan and share with secretary.
4. Create signature block for new members' email.
5. Create TFF groups for committees, create email aliases, mailing lists, manage permissions, and manage App access.
6. Maintain the TFF calendar.
7. Maintain housekeeping for TFF Board folder, update procedures, tips, and technical information.

Other

1. Keeps the seal of TFF and passes it on to successor.
2. Brings the seal to every Conference/IM to apply to each Development Grant, Education Award, and any other document that needs the seal.
3. Sends the current list of members of TFF Board and any revised Bylaws to the Missouri Registered Agent (see page 1 for address).
4. Renews annual corporate registration online at: www.sos.mo.gov/BusinessEntity/annualreport/reportstart.asp or by mail before August 31 of each year with the Secretary of State of Missouri.
 - a. If the annual corporate registration is filed after the due date, a late fee is charged and the status of TFF could be endangered.
 - b. Failure to file before December 31 will result in forfeiture of the charter.
 - c. Copies of the annual registrations are kept in her Corporate Records.
5. Provides TFF Board and FAWCO President and Secretary with a current contact list of TFF Board and other Board appointees.
6. Maintains the Secretary's permanent files and ensures that all documents mandated for retention are transferred to the Archive Folder at the end of the term of office or at such time as the documents are no longer active.
7. Adheres to the responsibilities outlined for all the Board as described in this document.

Treasurer

The Treasurer manages the finances of TFF; is elected by the FAWCO Board of Representatives for a two-year term; and must have a working knowledge of basic

accounting practices, software programs such as QuickBooks and Excel, plus domestic and international banking practices. The Treasurer's responsibilities include but are not limited to:

General Responsibilities

1. Signs and endorses checks on behalf of TFF.
2. Disburses funds for Education Awards, Development Grants, FAWCO Target Program and any projects that have been approved by the Board.
3. Makes disbursements in accordance with the guidelines of each program, which includes in all cases, a signed and approved Statement of Agreement (SoA) between TFF and the project representative or person receiving the funds.
4. Disburses funds for administration and expenses approved by the Board.
5. Disburses wire transfers via AFEX or any other cost-effective alternative.
6. Administers TFF current bank accounts.
 - a. Signs "signature cards," along with the President, for all bank accounts.
 - b. Is the principal point of contact with the Banks.
 - c. Opens or closes accounts on approval of the Board.
7. Secures the payment system for all credit card donations.
 - a. TFF currently uses PayPal.
 - b. Monies should not be left on deposit with PayPal as such amounts are not covered by Federal Depository Insurance.
 - c. The Treasurer may investigate other payment methods, as the monies paid to PayPal for credit card collection are significant. Any changes must be approved by the Board.
8. Assists clubs in countries where there are restrictions on sending funds outside the country to find alternative solutions such as finding intermediaries (such as Maecenata Stiftung in Germany) that can transit money outside their country to TFF.
9. Is responsible for the financial management of all third-party agreements that result in monies to TFF such as iGive and Amazon Smile payments.
10. Receives, records and deposits donations.
 - a. Informs the Board of all donations as they come in, the amount and any instructions received from donor for designation of donation, and who should be notified in the case of memorial gifts.
 - b. Acknowledges and issues receipts when required to donors for all donations made to TFF or TFF-administered funds.
11. Receives and deposits application fee payments. Informs the Awards Administrator when application payments are received.
12. Disburses funds to Board members:
 - a. for budgeted and approved expenses upon receiving a signed expense reimbursement form and valid supporting receipts.
 - b. for unbudgeted expenses under \$500, after signed reimbursement form is reviewed and approved by Treasurer and President.
 - c. For unbudgeted expenses of \$500 and above, the expense must be approved by the Board.
13. Assists with financial planning for Programs and fundraising projects.
14. Prepares budget for the new fiscal year for approval by the Board no later than 60 days before end of fiscal year.
15. Recommends investment plans to the Board.
16. Supports the President to produce the "Friends of The Foundation" report to be included in annual report.
17. Reviews annually, with the President, IRS Publication 557 (www.irs.gov/publication/p557) that describes the status and responsibility of charitable organizations.

18. Files an income tax return by the deadline (May 15 or October 15 if extended).
 - a. Reviews the income tax return (990) with the President before filing.
 - b. Tax forms may be downloaded at: www.irs.gov.
19. Ensures that the books are reviewed annually by an appropriate U.S. Certified Public Accountant (U.S. CPA).
 - a. At the end of the fiscal year, closes books and prepares accounts for financial review by a U.S. CPA.
 - b. Presents accountant with documentation and required information for review.
 - c. The completed report is returned to the Treasurer.
20. Maintains the Treasurer's permanent files and ensures that all documents mandated for retention are transferred to the Archive Folder at the end of the term of office or at such time as the documents are no longer active.
21. Turns over files to her successor in reasonable time. The auditor's report may be completed at a later date; it, and records needed for the audit, will be forwarded later.
22. Adheres to the responsibilities outlined for all members of the Board as described in this document.
23. Encouraged to recommend an assistant to be appointed by the President. If the Treasurer does not live in the U.S., it is advisable that the Assistant Treasurer be located in the U.S. to physically attend to certain banking matters.
 - a. Instructs and deputizes the Assistant Treasurer to perform certain financial tasks such as endorsing checks to be deposited into the U.S. bank accounts as well as writing checks.
 - b. The Assistant Treasurer will only act upon instruction of the Treasurer.

FAWCO Conference/IM

1. Coordinates with VP Fundraising and FAWCO Events Planning team the logistics of:
 - a. registering Conference/IM attendee's payment details to pay for fundraising activities.
 - b. accepting individual and club donations.
 - c. accepting payment for other purchases of TFF fundraising activities and merchandise.
2. Collects any club or individual donations brought to the Conference/IM.
3. Responsible for bringing /arranging a cash float in the following currencies: Euro, Dollar and Conference/IM currency if different.
4. Organizes the checkout procedures on Foundation Night including:
 - a. Preparing/updating the Payment Slip for checkout.
 - b. Selecting and supervising the cashiers.
 - c. Supervising the collection payments of Foundation Night auction and other payments.
5. Reconciles all Foundation Night auction sales and fundraising activities.
6. Notifies the President of any non-payment issues in order that they can be resolved and collected before the end of the Conference/IM.
7. Arranges for the deposits of all funds (in various currencies) collected at the Conference/IM.
8. Makes disbursement to Host Club Charity after receiving the signed Statement of Agreement (SoA).

Online Sales

1. Advises in the development of any online sales projects (Online Boutique, Online Auctions).
2. Assists in preparing a sales plan and expense budget for each project.
3. Informs Online Auction Coordinator when purchase payments have been processed.
4. Coordinates with project coordinator on the payment of product invoices.
5. Prepares sales and expense reports for the project as required.

Financial Reporting

1. Prepares a monthly financial report for the Board meeting consisting of:
 - a. Income and Expense YTD vs. Budget
 - b. Income and Expense for the current month
 - c. Balance Sheet
2. Prepares any special reports upon the President's request.
3. Prepares the annual financial report due January 15th that includes the prior year's reviewed statements. This report is included in TFF Annual Report.
4. Prepares a written report for TFF AGM and AIM including an itemized accounting of income and expenses.
5. Is prepared at all times to produce and show books/financial reports to the Board or to FAWCO Member Clubs.
6. Submits to the VP Communications the completed tax returns and reviewed financial reports to be included on TFF's website "Resources" page.

Vice President Programs

The Vice President for Programs shall support and oversee the philanthropic programs. Responsibilities include but are not limited to:

For All Programs

1. Works with the Board to create/revise programs.
2. Liaises with the President concerning funding for upcoming Development Grant (DG) and Education Award (EA) slate.
3. Supports and oversees the Programs Administrators.
4. Recommends Programs Administrators for appointment by President.
5. Works with VP Communications to prepare information for mailings, online, and other publicity.
6. Sits on Programs Committees ex-officio.
7. Makes presentation of EAs and DGs at the FAWCO Conference/IM, if necessary.
8. Is responsible for the completion and accuracy of all Program Statements of Agreement.
9. Notifies DG and EA Administrators of disbursements made to recipients.
10. Follows up on all unclaimed EAs and DGs and keeps Treasurer informed.
11. Attends Board meetings and submits written reports for TFF AGM and AIM.
12. Documents all EAs and DGs, their name and amount, the name of the recipients and FAWCO clubs, along with the record of the vote for the DGs and includes this information in the VP Programs Report for the meeting immediately following the Conference/IM. It will be attached and filed with the meeting minutes.
13. Updates Programs applications after the Conference/IM and forwards to the President for approval and sends to VP Communications for placement on the website.
14. Maintains the permanent files of the VP Programs and the Administrators, and ensures that all documents mandated for retention are transferred to the Archive Folder at the end of the term of office or at such time as the documents are no longer.
15. Adheres to the responsibilities outlined for all members of the Board as described in this document.

Development Grants Program

1. Assists DG Administrator in revising DG Nomination Application and Statement of Agreement. All substantive changes to the documents must be Board-approved.
2. Coordinates with VP Communication to post the DG Nomination Application on TFF website. Reviews website once information is posted to make sure it is accurate.

3. Coordinates the announcement indicating that the Nomination Application is available on the website.
 - a. Writes and sends official announcement to FAWCO VP Communications to be distributed to Member Clubs, FAUSA Members and FAWCO Individual Members.
 - b. Ensures that the announcement is included in TFF's next available newsletter.
4. Assists the DG Administrator, if needed, in selecting members of the DG Nomination Review Committee.
5. Assists DG Administrator in preparing final ballot. Coordinates with VP Communications and Web administrator to have DG ballot posted on the website.
6. Keeps FAWCO VP Communications and FAWCO VP Member Clubs informed of nomination deadline date.
7. Presents the names of the DG recipients to the Board for approval.
8. Consults with DG Administrator to insure that she:
 - a. Sends emails to recipients and non-recipients.
 - b. Receives signed Statements of Agreement.
 - c. Verifies completeness of information and obtains any incomplete information from recipient.
9. Sends complete Statement of Agreement for each DG recipient to Treasurer for disbursement of the funds.

Education Awards Program

1. Assists Administrator in revising EA Application and Statement of Agreement. All substantive changes to the documents must be Board approved.
2. Coordinates with VP Communications to get EA Applications on the website. Reviews website once information is posted to make sure it is accurate.
3. Coordinates the announcement indicating that the Award Applications are available on the website.
 - a. Writes and sends official announcement to FAWCO VP Communications to be distributed to Member Clubs, FAUSA Members and FAWCO Individual Members.
 - b. Ensures that the announcement is included in TFF's next newsletter.
4. Assists the EA Administrator, as needed, in selecting members of the Pre-Selection and the Final Selection Committees. Sits on Final Selection Committee ex-officio.
5. Keeps FAWCO VP Communications and FAWCO VP Member Clubs informed of application deadline date.
6. Presents the names of the Award recipients to the Board for approval.
7. Consults with EA Administrator to insure that she:
 - a. Sends emails to recipients and non-recipients.
 - b. Receives signed Statements of Agreement.
 - c. Verifies completeness of information and obtains any incomplete information from recipient.
8. Sends complete Statement of Agreement information for each EA recipient to Treasurer for disbursement of the funds.

FAWCO Target Program

1. Serves as a voting member of the FAWCO Target Selection Committee for review of all Target project nominations submitted by Club and Club Members.
2. Can delegate position of voting member of the FAWCO Target Selection Committee to DG Administrator.

Development Grants Administrator

The DG Administrator oversees the Development Grants Program and is appointed by the President. They are supported by the VP Programs who has final approval on all decisions not requiring Board approval. They may appoint an assistant and are expected to gather a

committee at their discretion. They are not a member of TFF Board but may be invited to attend Board meetings and are encouraged to attend the FAWCO Conferences/IMs.

Responsibilities include but are not limited to:

1. Assists the VP Programs in the preparation of the DG Nomination Application Packet. See “Development Grant Program” for detailed information on the DG Nomination Application.
2. Appoints a review committee with the help, if needed, of the VP Programs.
3. Receives nominations and, with the help of the committee, ensures that the requirements have been met, especially noting:
 - a. The restriction of only two nominations per Member Club/ FAUSA.
 - b. Clubs or FAUSA may not nominate a recipient project again for three years. For example, if a project received a DG in 2017, 2017 is the recipient year, 2018 and 2019 are the break years. The project can be nominated again in 2020.
 - c. The nominating club or FAUSA must have supported the nominated project for at least one full calendar year prior to submitting the nomination. Support implies donation of goods, services or monetary, by more than just one or two individuals.
4. Prepares information and descriptions of nominated projects from the nomination applications for the website ballot and submits the package to VP Programs for approval.
5. After voting is completed, presents the results to the VP Programs during the Conference/IM for Board approval.
6. Announces the DG recipients at the FAWCO Conference/IM, if requested by VP Programs.
7. Informs Member Clubs/ FAUSA whose nominations received DGs that:
 - a. Their projects have been awarded grants and for how much.
 - b. Emails the Statement of Agreement to the FAWCO Rep. Notifies runner-up in the event a grant is not claimed by October 31st of the year it is awarded and sends a Statement of Agreement to the FAWCO Rep.
8. Sends completed SOAs to VP Programs for approval.
9. Prepares a post-Conference/IM report to send to VP Communications for posting on website.
10. Sends a copy of the written project Interim Report and the Final Report to VP Programs.
11. Sends copies of all but the most routine correspondence to VP Programs.
12. Maintains DG Administrator files on G Suite as specified in the Document Retention Policy.

Education Awards Administrator

The EA Administrator oversees Education Awards Program and is appointed by the President. They are supported by the VP Programs who has final approval on all decisions not needing Board approval. They may appoint an assistant and are expected to gather a committee at their discretion. They are not a member of TFF Board but may be invited to attend Board meetings and are encouraged to attend the FAWCO Conferences/IMs.

Responsibilities include but are not limited to:

1. Assists the VP Programs in the preparation of the EA Application. See “Education Awards Program” for detailed information on the EA Application.
 - a. Receives all applications, recommendations, and transcripts.
2. Forwards application fee checks to the Treasurer by registered mail.
3. Determines if each candidate meets the qualifications of the award for which he or she applied.
4. Appoints a **Pre-Selection Committee** with the help of the VP Programs. Its purpose is to judge which three candidates are best qualified to go on to the Final Selection Committee:
 - a. The EA Administrator may select Committee members from her local area.

- b. The EA Administrator appoints at least three, and not more than five, members.
- c. Committee members should be university graduates, and if possible, at least one member should have experience in the field of education.
5. Appoints the **Final Selection Committee** consisting of five members which include:
 - a. At least one former Committee member.
 - b. At least one new member.
 - c. A member from the club hosting the FAWCO Conference or, for an Interim Meeting, select a member from the nearest FAWCO Club.
 - d. The VP Programs will serve as an ex-officio member of the Committee.
6. Sends electronic copies of each application to the appropriate committees for evaluation. The email contains:
 - a. A cover letter explaining scoring procedures, score sheets and a deadline for submitting them.
 - b. A completed application without reference to applicant's name, FAWCO club or FAUSA.
 - c. The Final Selection deadline is a minimum of a week before the Conference/IM.
7. Prepares a Powerpoint presentation and presents the award recipients at the Conference/IM, if attending.
8. Prepares and sends email announcing Award recipients to recipients and regrets to non-recipients.
9. Sends completed SOAs to VP Programs for review.
10. Prepares a post-Conference/IM report and sends to VP Communications for posting on the website.
11. Sends copies of recipients' interim reports to VP Programs after the report deadline.
12. Maintains EA Administrator files on G Suite as specified in the Document Retention Policy.

Vice President Fundraising

The VP Fundraising is responsible for TFF's fundraising strategy which includes coordinating the its current fundraising projects and developing new fundraising projects. VP Fundraising supports and oversees the Donor Development Coordinator, the Online/Live Auction Coordinator, the Silent Auction Coordinator and the Target Fundraising Coordinator. She is elected by the outgoing TFF Board for a two-year term. Responsibilities include but are not limited to:

All Fundraising Projects

1. Develops the financial plan for each fundraising project for approval by the Board.
2. Creates marketing plans for TFF fundraising objectives. Coordinates these plans with appropriate Board members. May assign a Marketing Coordinator if the need arises in special fundraising sponsorships to work with VP Communications.
3. Recommends Fundraising Coordinators for appointment by the President.
4. Coordinates information on all fundraising projects for mailings and other publicity with VP Communications.
5. Oversees the execution of all TFF fundraising events and fundraising activities.
6. Conducts a post-mortem after all events and activities.
7. Oversees development of corporate sponsorships and fundraising projects.
8. Assists with any applications to corporations and/or other outside sources for awards, financial support, grants, recognition, etc.
9. Maintains the VP Fundraising's permanent files and ensures that all documents mandated for retention are transferred to the Archive Folder at the end of the term of office or at such time as the documents are no longer active.
10. Adheres to the responsibilities outlined for all members of the Board as described in this document.

Conference/IM Events

1. Oversees the Annual Foundation Night team and all other fundraising activity at all FAWCO Conferences/IMs.
2. Develops the fundraising plans and the promotional/publicity materials for the Conference/IM fundraising events for approval by the Board.
3. Selects and purchases the annual TFF Conference/IM Charm.
4. Consults on the theme for the Friendship Quilt project and coordinates the publicity and the raffle ticket sales.
5. Insures that the promotional/publicity materials are sent to VP Communications, FAWCO's 1st VP and the FAWCO Events Planning team for timely distribution through all the appropriate communications channels.
6. Communicates with the FAWCO Events Planning team to ensure venues are workable for all Conference/IM fundraising events.
7. Is responsible for ensuring that there is a logistical plan in place for all of the planned fundraising activities for maximum effect. This includes but is not limited to:
 - a. Volunteers
 - b. Forms and signage
 - c. Decorations
 - d. Tables/easels/AV equipment
 - e. Presentations during events
 - f. Storage
 - g. Setup/clean up
8. Ensures that the list of all Conference/IM donors (both financial and for auction items) is current and sends to the President for appropriate acknowledgement.

FAWCO Target Program

1. Analyzes potential fundraising campaign themes and ideas after the Target Issue is selected.
2. Presents themes to the Board for feedback and final approval.
3. Presents candidate for the Target Program Fundraising Coordinator (TFC) to the President for approval and appointment by September 1 of the first year of the FAWCO Target Program cycle.
4. Works with the TFC to develop the campaign plans along with the budget and timeline for all activities.
5. Reports to the Board on the fundraising campaign's progress.
6. Ensures that the "Deep Dive" report is completed and presented to the Board no later than April, following the end of the fundraising campaign.

Donor Development Coordinator

The Donor Development Coordinator works with VP Fundraising to develop campaigns and establish relationships within and outside of FAWCO to increase the donor base of TFF. They are appointed by the President, report to and are supported by the VP Fundraising. They are not a member of the Board but may be invited to attend Board meetings. In the case of no appointed Donor Development Coordinator, these tasks may fall back to the VP Fundraising. Responsibilities include but are not limited to:

Donor Lists

1. Develops a roster that can be used for donor drives:
 - a. Outside potential donors, sponsors or benefactors (individuals, organizations, corporations and foundations).
 - b. Previous donors, sponsors and benefactors from FAWCO Member Clubs and their members.

- c. Information received from the Board, especially donor information from the Treasurer.
- 2. Prepares a donor database:
 - a. Uses Excel or any system that is compatible for use with Constant Contact.
 - b. Lists should contain at least:
 - i. Donor name
 - ii. Donor email address
 - iii. Designations that make it possible to sort donors for different types of campaigns. (Examples - Club/Region affiliation, corporate donors, Program donors, Interests)
 - iv. A record of donations
 - c. Updates database on a regular basis.

Donor Drives

- 1. Prepares correspondence and corporate donor packages for solicitation of contributions from both inside and outside FAWCO.
 - a. Drives may be initiated by the Board.
 - b. Opportunities identified by the Donor Development Coordinator will be reviewed by the VP Fundraising and recommended for approval to the President.
 - c. Correspondence and corporate donor packages must be reviewed by the VP Fundraising and recommended for approval to the President.
 - d. Upon approval, conducts solicitation drives.
 - e. At the end of each drive, reports results to the VP Fundraising.
- 2. Prepares and conducts an Endowment and Bequest donation drive annually, preferably in the late fall.
 - a. Reviews theme ideas for approval by VP Fundraising.
 - b. Timing of drive should be included in the Fundraising calendar.

Grants and Awards

- 1. Researches and identifies organizations who provide awards or grants and, with Board approval, applies or nominates TFF for any such support.

Other

- 1. Informs the President and VP Fundraising of outside rating services that may help elevate TFF’s profile in the philanthropic community and, with Board approval, applies for ratings. Updates TFF’s information with the rating services as needed. Maintains the Donor Development Coordinator’s permanent files as hard copies or electronic media as specified in the Document Retention Policy.
- 2. Prepares and submits a summary of all activity to the VP Fundraising for the Annual Report (due in January) and for the Board’s AIM.

Online/Live Auction Coordinator

The Online/Live Auction Coordinator oversees The Online/Live Auction portion of Foundation Night at the Conference/IM with the VP Fundraising and Board approval. The Coordinator may appoint a committee, if necessary. They are appointed by the President and report to and are supported by the Vice President Fundraising. Not a member of the Board, the Coordinator may be invited to attend Board meetings and must be able to attend the FAWCO Conference/IM. Responsibilities include but are not limited to:

Preparation

- 1. Serves as the initial point of contact for prospective live auction donors. May solicit auction items and works with donations made through the Board.
- 2. Determines if prospective auction item is appropriate for the Online/Live Auction.

3. Sends the Online/Live Auction Donor forms to the donor noting the deadline for submission.
4. Contacts the donors and reiterates the deadline for returning the form and for mailing the vouchers.
5. Checks to be sure that all of the information on the returned forms has been completed and all pictures are formatted for use on website and for posters.
6. Works with VP Fundraising to determine if donated items will be Online/Live, only Live or Silent Auction.
7. Forwards all Silent Auction items to the Silent Auction Coordinator.
8. Creates the information for the Online Auction website and for the posters to be printed for use at the Conference/IM. All drafts are sent for final approval to VP Fundraising.
9. Forwards online auction details to VP Communications for posting on the website upon approval.
10. Determines where the posters are to be printed with approval of VP Fundraising.
11. Works with the designated FAWCO/TFF webmaster.

Online Auction

1. Prepares all of the detailed information regarding the auction item as outlined in the Donor's Terms of Agreement (for example, information about a vacation should include length of stay, how many people it will accommodate, black-out days, etc.) and utilizes any photos or videos from the donor for the online auction website.
2. Determines, with VP Fundraising, minimum bid increments, reserve (starting) price and "Buy Now" option price for each item.
3. Works with VP Communications to upload information on the online auction website.
4. Creates "The Online Auction is Open" announcement and forwards to VP Fundraising to incorporate in Conference/IM publicity campaign.
5. Receives the Bidding Reports and monitors progress of auction and reports to VP Fundraising as required by her.
6. Recommends if online auction items should be moved to the Live or Silent Auction based on bidding activity (such as no bidding on the item or reserve has not been met) and coordinates transition with VP Fundraising and Silent Auction Coordinator.
7. Ensures that online bidders stay informed through automated email process regarding the status of an item with special notation of their last opportunity to bid on the item.
8. Ensures that bidders are informed of the opportunity to bid on items moved from the online to the Live Auction either in person at the auction or via write-in bids.
9. Oversees emails informing the winning online bidders and follows up to be sure that payments are received.

Conference/IM Event

1. Works with FAWCO Events Planning team to make sure that posters are placed in high visibility areas within the Conference/IM venue.
2. Monitors any pre-Foundation Night bidding (this bidding will be determined by the VP Fundraising).
3. Prepares a list of opening bids for each of the items, incorporating the latest bids for all of the items. Meets with the Auctioneer and the VP Fundraising to review each item in detail.
4. Assists the Auctioneer during the Live Auction by monitoring the bidding, getting the winning bidder's information and giving that information to the cashiers.
5. Coordinates delivery of the vouchers to the winning bidders after payment.

Post-Conference/IM

1. Informs the "destination" donors who won their donation and gives them their contact details.
2. Assists VP Fundraising to prepare thank-you letters or emails for each of the donors.

3. Updates the list of donors and recipients for future use.
4. Writes a post-mortem report for VP Fundraising which includes:
 - a. Number of items, the type of items (private vacation stays, commercial properties, special services, jewelry, etc.) and information on their sale.
 - b. What worked and what could be improved for the next event.
5. Updates the Fundraising Analysis database.

Silent Auction Coordinator

The Silent Auction Coordinator oversees the Silent Auction portion of Foundation Night at the Conference/IM under the direction of the VP Fundraising. The Silent Auction Coordinator is appointed by the President, reports to and is supported by the Vice President Fundraising and may appoint a committee if necessary. The Silent Auction Coordinator is not a member of the Board but may be invited to attend Board meetings and must be able to attend the FAWCO Conference/IM. Responsibilities include but are not limited to:

Preparation

1. Develops Silent Auction process with the VP Fundraising.
2. Responsible for the Silent Auction collection point during registration.
3. Collects Silent Auction donations and donation slips before and during Conference/IM.
4. Coordinates, with Online/Live Auction Coordinator, the transition of any items that have been moved from the Online or Live categories to the Silent Auction category.
5. Enters information and maintains a database of Silent Auction donations for tracking purposes and the Treasurer's use.
6. Responsible for any written procedures distributed to both working volunteers and/or audience.
7. Recruits Silent Auction Team volunteers to work during the Conference/IM, including Foundation Night.
8. Reviews Auction venue and determines Silent Auction set up with VP Fundraising.
9. Is responsible for the security of the donations from collection to payment checkout.
10. Coordinates Silent Auction set up with volunteers.

Conference/IM Event

1. Moderates any contention between bidders over silent auction item.
2. Oversees the checkout process in coordination with the Treasurer and makes sure that all prizes are given out to the correct winning bidders after payment.
3. Makes sure that the VP Fundraising and /or President acknowledges the Silent Auction donations during the event.
4. Responsible for acknowledging and thanking the Silent Auction Team.
5. Responsible for cleanup of the Silent Auction area at the end of the evening.

Post-Conference/IM

1. Prepares a post-mortem report for the VP Fundraising indicating what worked and what should be improved for the next event.

Target Fundraising Coordinator

The Target Fundraising Coordinator (TFC), working with the VP Fundraising, recommends, administers and conducts fundraising events and activities for The FAWCO Target Program. They are appointed by TFF President and are supported by the VP Fundraising. They must be able to attend all FAWCO Conferences/IMs. The term ends in March following the end of the fundraising campaign. Responsibilities include but are not limited to:

Specific Responsibilities

1. Maintains frequent and regular communication with the FAWCO Target Chair, developing a schedule of “first steps/next steps,” and deadlines; agrees on responsibilities and expectations throughout each stage of the campaign.
 - a. Consults on ideas during planning stages for activities.
 - b. Works with Target team to promote and communicate activities to Member Clubs.
 - c. Reviews post-mortems of all activities and communicates any resulting changes to the calendar and/or future operating procedures.
2. Organizes and executes each of the Target fundraising projects, including estimates of costs and revenue to achieve the goal. Past project examples include but are not limited to:
 - a. “Worldwide” FAWCO fundraising activity
 - b. Target fundraising travel event (cruises)
 - c. “Branded Boutique”
 - d. Fundraising activity at the Annual or Regional Meetings
 - e. Direct Donor program
3. Works with VP Fundraising and VP Communications to ensure the campaign is incorporated into the fundraising calendar.
4. Works with Donor Development Coordinator to secure one or more corporate donors for the Target fundraising campaign.
5. Updates and maintains an online “toolkit” on TFF website to assist clubs with their local fundraising with VP Communications and the designated webmaster.
6. Helps create, in conjunction with the Target Program team, the Target Fundraising campaign kickoff package which should include (but is not limited to):
 - a. A “quick reference” (Action Packet) document explaining why FAWCO is supporting the Target focus and issue, along with details about the fundraising projects, timelines and all pertinent information
 - b. A summary of fundraising successes derived from club survey from previous Target campaigns
 - c. Description of the features in the online “toolkit”
7. Creates any required Power Point Presentations and workshops for the kickoff package to be presented at the Conference/IM.
8. Conducts a “Post-Mortem” review after each activity and revises future events based on what is learned.
9. Reports to VP Fundraising as needed (at least once a month) on the progress of the fundraising campaign.
10. Conducts a thorough review of the entire program at the end of the fundraising campaign (The Deep Dive). This includes but is not limited to:
 - a. Review of financial data with the Treasurer
 - b. Survey of Club donors using Constant Contact to find out what worked and why.
 - c. Submits the results to the VP Fundraising in time for inclusion in the Annual report.
11. Maintains their permanent files as hard copies or electronic media as specified in the Document Retention Policy.

Addenda

1. [Process for Email Voting](#)
2. [Document Retention Schedule](#)

Process for Email Voting

1. A Board member makes a motion via email - *“I move to ...”*
2. A Board member seconds it - in the interest of simplifying the process and cutting down on the number of emails, easiest to have the Secretary automatically send this out.
3. President then calls (emails) for discussion and/or vote depending on any previous discussion or emails prior to the motion.
 - a. Should it be an emergency vote and the President is unable to make this call (email) due to unavailability, VP Communications is authorized to send out the “discussion” email.
 - b. Should the President be unable for technical reasons, to send the “call for discussion/vote,” she can communicate by other means with any Board member to send it on her behalf.
4. All Board members, excepting President, then vote.
 - a. A quorum must be met.
 - b. If there is a tie, the President will cast her email ballot.
 - c. Proxies are valid but must be shown through an email vote by the designated proxy. This vote may be within the same email as the casting Board member’s vote. Ex: Secretary holds VP Program’s vote and VP Program is on safari so unreachable for an emergency vote. Secretary’s email will state - *“I approve/vote yes. [Then spaced down on separate line] I approve/vote yes on behalf of VP Programs as their proxy.”*

Document Retention Schedule
(see following four pages)

Document Type	Retention Period	Board Member Responsible	Cloud	External Hard Drive	TFF Website	Paper
Accounting and Finance						
Annual Budget	Permanent PDF format	Treasurer	✓	✓		
Annual Financial Statements and Audit Reports	Permanent PDF format	Treasurer	✓	✓	✓	✓
Financial Institution Statements	7 years	Treasurer	✓	✓		✓
Credit Card Receipts and TFF Payment Slips	1 year	Treasurer				✓
Expense Reports/Documents	7 years	Treasurer	✓	✓		
General Ledger, end of year	Permanent	Treasurer	✓	✓		
Disbursements	7 years	Treasurer	✓	✓		
Investment Performance Reports	7 years	Treasurer	✓	✓		
Tax						
990 Forms & Schedules (current)	Permanent	Treasurer	✓	✓	voluntarily ✓	
IRS Exemption Application	Permanent	Treasurer	✓	✓		✓
IRS Rulings Related to TFF	Permanent	Treasurer	✓	✓		✓
Tax correspondence	Permanent	Treasurer	✓	✓		✓
Contributions/Gifts/Grants						
Contribution Records	7 years	Treasurer	✓	✓		
Documents Evidencing Terms of Gifts	Permanent	Treasurer/Pres /Programs	✓	✓		
Records of Grants Received	Permanent	Treasurer	✓	✓		

Corporate						
501(c)(3) Determination Letter	Permanent	President	✓	✓	✓	✓
Articles of Incorporation	Permanent	President	✓	✓	✓	✓
Bylaws and Administrative Guidelines	Permanent	President	✓	✓	✓	
Conflict of Interest Disclosures	7 years after date of signature	Secretary	✓	✓		
Employer Identification Designation (EIN)	Permanent	Treasurer	✓	✓		
Foundation Annual Reports	Permanent	President	✓	✓	✓	
History of The FAWCO Foundation	Permanent	President	✓	✓	✓	
Licenses, Permits, Copyrights, Trademarks	Permanent	President	✓	✓		
Minutes of Board and Committee Meetings (including Board Reports)	Permanent	Secretary	✓	✓		
Mission Statement	Permanent	President	✓	✓	✓	
Motions Record	Permanent	Secretary	✓	✓		
Log-in Details and Passwords	Current	President	Password Protected	Password Protected		
Other Corporate Filings	Permanent	President				
Management & Misc.						
Disaster Recovery Plan	7 years after replacement	President	✓	✓		
Strategic Plans	7 years after expiration	President	✓	✓		
Surveys	2 years after end of term	President	✓	✓		
Board Details						
Board Applications and Bios	Current term	Nominating Chair	✓	✓		✓
Board Lists	Permanent	Secretary	✓	✓		

Correspondence & Internal Memos						
Correspondence relating to important matters or having lasting significance	Permanent subject to review	All Board Members	✓	✓		
Correspondence relating to routine matters with no lasting significance	2 years after end of term	All Board Members	✓	✓		
Correspondence with contractually binding intent	Permanent	All Board Members	✓	✓		
Correspondence relating to important matters or having lasting significance	Permanent subject to review	All Board Members	✓	✓		
Correspondence relating to routine matters with no lasting significance	2 years after end of term	All Board Members	✓	✓		
Legal and Contracts						
Contracts, related correspondence and other	10 years after termination	President	✓	✓		✓
Development Grant and Education Award Statements of Agreement	Permanent	VP Programs	✓	✓		
Legal Correspondence	Permanent	President	✓	✓		✓
Fundraising						
Foundation Night Records – Financial	7 years	VP Fundraising	✓	✓		
Foundation Night Records – Non-financial	Permanent /subject to review	VP Fundraising	✓	✓		
Fundraising Analysis Reports	Permanent	VP Fundraising	✓	✓		
Donor List	Permanent	President	✓	✓	✓	
List of Donations by Account	Permanent	Treasurer	Only accessible by Pres & Tres	Only accessible by Pres & Tres		
Target Program Analysis	Permanent	VP Fundraising	✓	✓		
Target “Deep Dive” Report	Permanent	VP Fundraising	✓	✓		

Programs						
SoAs for Administered Awards	Permanent	VP Programs	✓	✓		
Applications for Administered Awards	7 years	VP Programs	✓	✓		
DG & EA Application from Recipients	7 years	VP Programs	✓	✓		
DG & EA Applications from Non-recipients	3 years	VP Programs	✓	✓		
DG Interim and Annual Reports	Permanent	VP Programs	✓	✓		
DG Nomination Forms	Permanent	VP Programs	✓	✓		
DG Nomination and Selection Statistics	Permanent	VP Programs	✓	✓		
EA Application and Selection Statistics	Permanent	VP Programs	✓	✓		
EA Application packages	5 years (process by which applicant is selected is required by IRS)	VP Programs	✓	✓		
EA Interim Reports	Permanent	VP Programs	✓	✓		
Lists of DG & EA Recipients	Permanent	VP Programs	✓	✓		
Sample Letters to Award recipients, and non-recipients	5 years	VP Programs	✓	✓		
Yearly list of Development Grants and Education Awards offered, including sponsors	Permanent	VP Programs	✓	✓		
Communications						
Contact lists	Current on file	VP Communications	✓	✓		
Foundation and Programs Pamphlets and Brochures	Permanent	VP Communications	✓	✓	✓	
Target Program Medallions	Permanent	VP Communications	✓	✓		
"NEWS" publications	2 years	VP Communications	✓	✓	✓	