

# National Council of Jewish Women, Inc.

## Policies and Procedures

### TABLE OF CONTENTS

<b>I. OPERATION.....</b>	<b>3</b>
<b>II. ORGANIZATIONAL STRUCTURE.....</b>	<b>5</b>
<b>III. MEMBERS.....</b>	<b>14</b>
<b>IV. FINANCES.....</b>	<b>15</b>
<b>V. PRESIDENT.....</b>	<b>22</b>
<b>VI. TREASURER.....</b>	<b>23</b>
<b>VII. ASSISTANT TREASURER.....</b>	<b>24</b>
<b>VIII. DUTIES OF OFFICERS AND DIRECTORS.....</b>	<b>24</b>
<b>IX. BOARD OF DIRECTORS OF NCJW, INC.....</b>	<b>25</b>
<b>X. EXECUTIVE COMMITTEE OF THE BOARD.....</b>	<b>25</b>
<b>XI. EXECUTIVE DIRECTOR.....</b>	<b>26</b>
<b>XII. NATIONAL CONVENTION.....</b>	<b>27</b>
<b>XIII. NOMINATIONS AND ELECTIONS.....</b>	<b>28</b>
<b>XIV. COMMITTEES.....</b>	<b>28</b>
<b>XV. AFFILIATIONS.....</b>	<b>32</b>
<b>EXPANSION GUIDELINES.....</b>	<b>33</b>
<b>GUIDELINES FOR PARTICIPATION IN A BOYCOTT.....</b>	<b>34</b>
<b>GUIDELINES FOR PARTICIPATION IN AN AMICUS CURIAE BRIEF.....</b>	<b>36</b>
<b>GUIDELINES FOR SECTION PARTICIPATION IN COALITION ACTIVITIES.....</b>	<b>37</b>

**GUIDELINES FOR SECTIONS CONSIDERING CONTRIBUTIONS  
ORGANIZATIONS.....41**

**GUIDELINES FOR SECTIONS ESTABLISHING COMMUNITY SERVICE  
PROJECTS.....43**

**GLOSSARY .....44**

**NATIONAL COUNCIL OF JEWISH WOMEN, INC.**  
**POLICIES AND PROCEDURES**

**I. OPERATION**

- A. The National Council of Jewish Women, Inc. (NCJW, Inc.), as a non-partisan membership organization utilizes volunteers and staff whose combined efforts can achieve desired goals.
- B. Members or sections of NCJW, Inc. shall not canvas, petition or solicit NCJW, Inc. sections or members on behalf of another organization without prior approval from the executive director.
- C. NCJW, Inc. shall endorse no commercial products. Acceptance of advertising or commercial contributions by NCJW, Inc. does not imply or constitute an endorsement of the product.
- D. Public Policy
  - 1. NCJW, Inc. shall not endorse any political party or any candidate for election to public office on a national, state or local level. NCJW, Inc. shall, however, to the extent allowed by law, endorse or oppose the appointment of individuals whose responsibilities may impact issues of concern to NCJW, Inc.
  - 2. No individual may use the name of NCJW, Inc., or the individual's membership, or employment therein, in any way which directly or indirectly indicates endorsement by the organization of any political candidate or partisan movement.
  - 3. NCJW, Inc. may advocate and recommend legislation.
  - 4. NCJW, Inc. and its constituent groups may participate in boycotts only when authorized to do so by the board. (See -- Appendix: "Criteria for Participating in Boycotts")
  - 5. NCJW, Inc. may participate in amicus curiae briefs if NCJW has a position on the issue and if the case involves a constitutional principle. (See -- Appendix: "Criteria for Participation in Amicus Briefs")
  - 6. A volunteer entity (committee, cabinet, etc.) for directing the public policy activities of NCJW, Inc. shall be created by the board.
  - 7. Coordination of public policy activity within the states in the name of NCJW, Inc. is the responsibility of the public policy entity created by the board.

8. Legislative Agenda
  - a. Legislation endorsed or opposed by NCJW, Inc. must fall within the framework of NCJW, Inc. Resolutions.
  - b. Any legislative agenda item adopted in principle or approved by the board between national conventions shall be referred to the Sections for study and ratification. It shall be passed by a two-thirds (2/3) vote of the sections voting within the time specified in the referendum before it shall become a part of the national program.
9. NCJW, Inc. sections will be informed of the status of federal legislation, NCJW, Inc.'s position and proposed action through NCJW publications including newsletters, action alerts, special information releases and topical statements.

E. Observance of Sabbath and Holidays

1. NCJW, Inc. upholds the sanctity of the Sabbath. It, therefore, recommends to its sections that, on the Sabbath, Jewish festivals and holydays, sections shall only conduct programs and activities that are consistent with and sensitive to the values and practices of their members and communities and are consistent with the spirit and tradition of the day.
2. The offices of NCJW, Inc. shall not be open except in instances of grave emergency on the Sabbath and on the following days:

**RELIGIOUS HOLIDAYS**

Rosh Hashanah – 1st & 2nd Days	Shemini Atzeret
Eve Yom Kippur – early closing	Simchat Torah
Yom Kippur – 1 day	Pesach – 1st, 2nd, 7th & 8th days
Succoth – 1st and 2nd days	Shavuot – 1st and 2nd days

**OTHER**

New Year's Day	Labor Day
Martin Luther King Jr. Birthday	Thanksgiving Day
Presidents' Day	Friday- after Thanksgiving
Memorial Day	Christmas Day
Independence Day	

## II. Organizational Structure

### A. Sections (See -- National Bylaws: Article III, Section 2)

#### I. Authority to Establish

- a. NCJW, Inc. may organize a new section in any community according to guidelines approved by the board. Existing sections, in the immediate area shall be informed in advance and may be called upon for advice and cooperation.
- b. An application for provisional status, duly signed by the organizing leadership or members, must be received by NCJW, Inc.
- c. A provisional section which has completed the requirements of the national guidelines and has begun the processes for incorporation as mandated by federal and state law will receive its charter duly signed by the national officers, upon approval of the NCJW, Inc. Board of Directors (See -- Appendix: "Criteria for Provisional Status")
- d. A section having been duly organized and having received its charter, wishing to change its name, must receive the approval of the NCJW, Inc. Board of Directors.

#### 2. Financial Obligations (See--Appendix: "Guidelines for Sections Considering Contributions to Other Organizations)

- a. The per capita portion of the dues collected by a section for NCJW, Inc. in any calendar month shall be remitted to NCJW, Inc. by the 15th of the following month.
- b. Program support assignments and deferrals shall be administered by NCJW, Inc.
- c. Section contributions to projects and programs of NCJW in Israel shall only be made through the national headquarters of NCJW, Inc.

#### 3. Community Service Projects (See -- Appendix: "Guidelines for a Section Establishing a Community Service Project")

- a. Sections establishing community service projects in their communities must follow guidelines established by NCJW, Inc.

- b. Before funding a community service project with monies from section funds, a section must have plans in place to meet all of its financial obligations to NCJW, Inc. including payment of its program support assignment and the per capita portion of its paid up members' dues.
4. Sections' Public Policy Activities
- a. Sections may not take a position on legislation contrary to that taken by NCJW, Inc. although they are not required to actively support such legislation.
  - b. When NCJW, Inc. takes a position on legislation or issues, and at least ten (10) sections inform NCJW, Inc. that they believe the position is not in accord with the spirit of NCJW, Inc.'s policies and resolutions, the national organization shall send to sections a referendum containing a time limit for response. The recorded opposition of at least a majority of the sections shall cause NCJW, Inc. to abandon its stand on the bill or issue in question.
  - c. Sections may not take independent action on national legislation or issues. Section action on state legislation must be coordinated with the State Public Affairs Committee.
  - d. Sections are encouraged to endorse or oppose local legislation that is in keeping with the positions and programs of NCJW, Inc. In addition, sections may endorse or oppose local legislation, provided that the legislation is consistent with the national resolutions.
  - e. A section may take action on local government matters after a careful study of the issue, and approval of the action by the section's board. The action must be consistent with the resolutions of NCJW, Inc. The NCJW, Inc. Washington office shall be consulted in advance of any proposed action.
5. Affiliation with Other Organizations (See -- Appendix: "Guidelines for Section Participation in Coalition Activities")
- a. Those policies and procedures addressing affiliation or cooperation on the national and state levels shall also apply to sections.
  - b. Sections may affiliate with other organizations with which NCJW, Inc. is affiliated and may cooperate on local projects or participate in movements which have the endorsement of NCJW, Inc.

In other instances the section must obtain the approval of NCJW, Inc.

6. Section Employees

- a. No employee of NCJW, Inc. or of a section may serve as a member of the board of directors of either entity.
- b. Section employees may not represent the section which employs them or any of the section's constituent groups as a delegate or alternate to a national convention.

B. Honorary Section Status Provisions

I. Organization

- a. Honorary section status may be considered in order to:
  - (1) Honor the accomplishments of "aging out" sections
  - (2) Maintain NCJW, Inc. membership numbers
  - (3) Enable minimally functioning sections to continue limited NCJW, Inc. activities
- b. Sections meeting some or all of the following criteria may be invited to apply:
  - (1) A demonstrated desire to remain an NCJW, Inc. affiliate by section members/leaders
  - (2) Inability to meet financial obligations
  - (3) Declining membership numbers due to death, illness, and/or relocation and an inability to attract new members
  - (4) Lack of substantive programming
  - (5) Lack of leadership
  - (6) History of being a section in good standing
- c. Process is initiated by NCJW, Inc.

- d. Section agrees to close following organizational procedures, including notification of members of status change pursuant to NCJW bylaws and policies and rescinding of section charter and state incorporation.
- e. NCJW, Inc. Board of Directors approves section closing and status change to “honorary section”.
- f. Honorary section will be assigned an NCJW volunteer contact.

## 2. Financial

- a. Section treasury closed and funds turned over to NCJW, Inc. and maintained as temporarily restricted account for honorary section.
- b. Members will become annual or life members-at-large; annual member-at-large dues will be billed by NCJW, Inc.
- c. Requests for payments will be sent to NCJW, Inc. and will be paid directly to individuals/vendors for approved expenditures.
- d. An NCJW committee will be established to oversee the financial relationship between NCJW and all honorary section affiliates. This group will provide orientation and approve expenditures.
- e. Affiliate groups may maintain a small amount of petty cash for incidental expenses (amount to be determined and expenses to be documented).
- f. All revenue from an affiliate group activity would be forwarded to NCJW, Inc.

## C. Section-at-Large Provisions

### I. Organization

- a. Section-at-large status shall be considered when one or more of the following problems is so severe that the section is no longer able to function.
  - (1) Lack of leadership
  - (2) Inability to meet financial obligations

- (3) Lack of program
- b. Section-at-large status shall be in operation when the section membership has accepted the status and the rules of a section-at-large.
    - (1) The section membership shall be given 60 days notice of the proposed change in status. The rules for a section-at-large status shall be circulated when the notice is sent out.
    - (2) At the end of 60 days a referendum of all members shall be held.
  - c. Once section-at-large status is conferred, it will be reviewed by NCJW, Inc. on an annual basis.
    - (1) If no change is warranted, the section will remain a section-at-large.
    - (2) If it is determined by NCJW, Inc., in consultation with section representatives, that the section-at-large should return to full section status, the section membership shall be notified of the change.
    - (3) If it is determined by NCJW, Inc. that the section-at-large should be closed, the National Policies and Procedures Section II. E. (Closing of a Section) will be implemented.

## 2. Financial

- a. When a section elects to become a section-at-large the following is applicable:
  - (1) The section-at-large must compile and submit to NCJW, Inc. a written assessment of all its assets. The section-at-large's assets include, but are not limited to cash, thrift shop, real estate, equipment, furniture, investments, bank accounts, and any restricted funds controlled by the section.
  - (2) The section-at-large's assets shall be used to pay outstanding section obligations according to the following priorities:

(3) Any contractual debts the Section has locally, with the approval of NCJW, Inc. and in accordance with the guidelines for sections considering contributions to other organizations in the NCJW, Inc. Policies and Procedures.

- i. Any outstanding financial obligations the section has to NCJW, Inc.
- ii. Any outstanding state public affairs dues.
- iii. For all remaining assets, NCJW, Inc., in consultation with the section-at-large, will decide whether such assets will be held in either a joint interest-bearing account in the names of NCJW, Inc. and the section or an interest-bearing escrow account held solely by NCJW, Inc. The latter option transfers all fiduciary responsibility to NCJW, Inc. If no section member agrees to serve as the authorized section signatory on the joint account, the remaining assets will be held in an interest-bearing escrow account held solely by NCJW, Inc.

b. Section Program Support

(I) During the at-large period, the section remains responsible for contributing to NCJW, Inc. program support to the extent that there are available section funds. The following criteria will be used to determine the section's annual responsibility:

- i. During the at-large period, section membership dues will be collected by NCJW, Inc. The amount of such monies equal to the per capita dues as established by NCJW, Inc. for the year in which the dues are paid are funds of NCJW, Inc. The remaining funds, minus the cost of the dues billings, will be used to offset the section's program support.
- ii. During the at-large period, any funds owed the section from the Section Life Membership Fund, consistent with the NCJW, Inc. Bylaws will be used to offset the section's program support.

- iii. If the combined amount of funds generated under (i), (ii), above, does not equal at least 35% of the program support assignment the section had immediately prior to section-at-large status being conferred, NCJW, Inc. may take an amount equal to the difference between the money generated and 35 percent of the section's prior program support assignment from the joint or escrow account, if available.
- c. During the at-large period, a section may apply to NCJW, Inc. for money from the escrow account to maintain a program or presence within the community.
- d. During the at-large period if action occurs leading to the organization of the section, all money remaining in the interest-bearing escrow account, including interest accrued, less expenditures, will be transferred back to the section upon approval of NCJW, Inc., to be effective at the beginning of the next fiscal year.
- e. If the section comes out of section-at-large status, the section's program support responsibility will be determined as follows:
  - (1) For the first full year a section returns to full section status, the section's program support responsibility will continue to be determined in the same way it was during the at-large period (See – Policies and Procedures II. C. 2. b).
  - (2) In the second year after a section returns to full status, its program support assignment will be calculated by the standard formula applied to all other sections, except that its pre-SAL assignment and its last year's SAL program support contribution (see e. (1) above) will be averaged to determine the portion of the formula designated for last year's program support assignment.

D. Absorbed or Merged Section

- I. When a section is to be absorbed by another section, any monies left in its treasury after local debts, per capita membership dues and program support assignment are paid, shall be given over to the absorbing section to carry out its function.

2. If there is a merger of two sections, the two treasuries will be combined to pay the debts and obligations of each.
3. If either section holds monies which are obligated for specific purposes, such obligated funds shall continue to be available and expended solely for their designated purposes.

E. Closing a Section

1. A section shall close when one of the following has occurred:
  - a. The duly elected section board votes to close the section and a referendum sent to section members is approved.
  - b. In the absence of a duly elected section board, NCJW, Inc. recommends a section's closing and a referendum sent to section members is approved.
  - c. At the discretion of NCJW, Inc. with no section referendum required, but notification sent to section members.
2. A section considering closing shall continue to abide by all NCJW, Inc. Bylaws and Policies and Procedures, including those regarding contributions to other organizations and the disposition of funds. (Bylaws – Article V, Section 6; Policies and Procedures IV.A.9; Policies and Procedures Appendix: “Guidelines for Sections considering Contributions to other organizations”) and its expenditures may be subject to review by NCJW, Inc.
3. Upon formal decision to close the section, the funds of that section shall be allocated according to the following priorities:
  - a. Fulfillment of local financial commitments upon approval by NCJW, Inc.
  - b. Payment of the section's unpaid program support assignments.
  - c. Payment of unpaid per capita from the dues collected by the section.
  - d. Payment of unpaid state public affairs dues.
  - e. Payment of all remaining funds to the treasury of NCJW, Inc.

4. Annual members will be invited to become members of another section or to become members-at-large, and life members shall be entitled to assign their membership to the section of their choice or to become life members-at-large.
  5. After all above steps have been accomplished, the NCJW, Inc. Board of Directors will rescind the section's charter and ensure that all necessary legal steps are, or have been taken to accomplish its closure.
- F. State Public Affairs Network (See -- Appendix: "Criteria for Participation in Amicus Curiae Briefs", "Guidelines for Section Participation in Coalition Activities")
- I. State Public Affairs Committee (SPAC)
    - a. The State Public Affairs Committee is the only official state-wide public policy body of NCJW, Inc. and may affiliate or cooperate with any constituent group of a national organization with which NCJW, Inc. is affiliated. In other instances the approval of NCJW, Inc. must be obtained.
    - b. Each SPAC shall be given autonomy to endorse legislation of a purely state nature which is in the spirit of the national resolutions.
    - c. State Public Affairs Committees which are considering participation as an amicus curiae must adhere to criteria set by NCJW, Inc. and must consult with the entity designated by NCJW, Inc. to oversee the advocacy efforts of the organization. Upon reaching a decision, and upon approval by NCJW, Inc., the SPAC shall immediately notify NCJW, Inc. and the section presidents in the state.
    - d. Chairs of State Public Affairs Committees shall be appointed by the president of NCJW, Inc. in consultation with the SPA coordinator and leadership within the state.
    - e. The State Public Affairs Committee shall consist of:
      - (1) One or more representatives from each section in the state appointed by the section president.
      - (2) Any NCJW, Inc. board members within the state.
      - (3) In the case of single section states, several members of the section may constitute the State Public Affairs Committee.

- f. The SPA chairs and vice-chairs shall raise or contribute a minimum of \$350 annually to NCJW, Inc.

## 2. Finances

- a. Funds for financing state public affairs programs and activities shall be provided by the sections within the individual states.
  - (1) Budgets for state public affairs shall be the responsibility of the SPA chair in each state. The budgets shall be approved by the SPAC and shall be distributed to all sections within that state.
  - (2) State public affairs budgets for each state shall be financed by a per capita tax of no more than one dollar (\$1.00). The rate shall be set by the SPAC.
  - (3) Those states requesting additional funding from NCJW, Inc. shall be required to have a per capita tax of not less than the maximum of one dollar (\$1.00) per year, and the budgets of such states shall be submitted for approval by the appropriate committee of NCJW, Inc.
- b. In each state, billing and collection shall be handled by the treasurer of SPAC who shall be appointed by the state chair with the approval of her committee.

## G. Commissioners

- 1. Commissioners may be appointed by the president to work with sections.
- 2. The commissioners shall raise or contribute a minimum of \$350 annually to NCJW, Inc.

## III. MEMBERS

The annual dues for NCJW members-at-large shall be fifty dollars (\$50.00). Dues shall be paid directly to the treasury of NCJW, Inc.

- A. The annual dues for NCJW, Inc. members affiliated with a section shall be a minimum of thirty-five dollars (\$35.00). Dues may be paid directly to the section's treasury and per-capita remitted to NCJW, Inc.

- B. Any person may become an NCJW, Inc. life member with a payment of three hundred and fifty dollars (\$350.00) to NCJW, Inc. From time to time, the NCJW, Inc. Board of Directors may approve a temporary reduction in this amount.
- D. NCJW, Inc. recognizes the democratic prerogative of its members as individuals to hold and advocate any ideology.
- E. When an individual or group is acting in the name of NCJW, Inc., all activities shall be confined to and designed solely to promote existing NCJW, Inc. policies, programs and purposes.
- F. The official membership lists of NCJW, Inc. may be released only after approval by the president and the executive director and with the assurance that the lists will not be re-released without further authorization from NCJW, Inc.
- G. Only members of NCJW, Inc. shall be eligible to serve as voting members of standing committees.
- H. Non-members, who have expertise, may serve as resource to any committee of NCJW, Inc., but shall not be voting members of any committee.
- I. Staff may be assigned as resource to any committee of NCJW, Inc.; but shall not be appointed as voting members of any committee.
- J. Whenever a member of NCJW, Inc. or its staff holds a position in any outside organization by virtue of the person's affiliation with NCJW, Inc., such representation shall cease upon the person's resignation from NCJW, Inc. or termination of the official position. The organization involved shall be notified that the person no longer represents NCJW, Inc.
- K. NCJW, Inc. shall issue an official publication primarily for the purpose of informing its members about NCJW, Inc. and contemporary issues relating to NCJW, Inc.'s mission. The publication shall be sent to all members in good standing.

#### **IV. FINANCES**

- A. General
  - I. All procedures and practices relating to NCJW, Inc. internal controls shall be maintained in the Accounting Policies and Procedures Manual to be reviewed at least once each triennium by the treasurer(s) and to be overseen by the director of finance and administration.

2. The president, treasurer(s) or the alternate signatories as defined in Bylaws Article VI Section 2D shall be a signatory on all financial documents. The president, treasurer(s) or the alternate signatories as defined in Bylaws Article VIII, Section 2D may act as signatories for the purpose of signing checks.
3. The treasurer and any other officer shall be empowered, upon authorization of the board of directors, to sell, assign, transfer, or deliver any and all shares of stocks, bonds, debentures, notes, evidence of indebtedness, or other securities now or hereafter standing in the name of or owned by NCJW, Inc. and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby confirmed.
4. NCJW, Inc. shall bond all elected and appointed volunteers and staff who handle NCJW, Inc. funds.
5. NCJW, Inc. shall strive to maintain its unrestricted fund balance at no less than 25% of the national expense budget.
6. Upon the death of a section life member, the average principal amount paid by a member shall become unrestricted from the Section Life Membership Fund and the member's name shall be removed from the membership roster.
7. The section life member reimbursement (Bylaws Article V, Section 5.C.(I).) shall be credited towards each section's program support assignment.
8. NCJW, Inc. shall neither send money from its treasury nor ask for contributions from individuals or sections for other local, national or international organizations which have fund raising programs of their own. This does not apply to dues to other organizations or assessments by them. Exceptions may be made only in cases of emergency appeals, at times of great crisis, requiring immediate relief efforts; and must be approved by the NCJW, Inc. Board of Directors.
9. NCJW, Inc. sections may make no financial contributions in excess of \$100 to local, national or international organizations or to local committees owing allegiance to their local, national, or international organizations, except as authorized by NCJW, Inc.
10. The treasury of NCJW, Inc. shall not subsidize any local activity. This shall not be construed to prevent NCJW, Inc. from providing financial support to its unincorporated constituent group(s) upon approval of the NCJW, Inc. Board of Directors.

11. All bank accounts shall require two signatures except the special checking and payroll accounts.
12. The dollar limit on the special checking account shall be \$3,000 per check and the dollar limit on the payroll checking account shall be \$5,000 per check.
13. The executive director and/or the director of finance and administration may, as determined by the treasurer(s) and approved by the Finance Committee, sign as signatories when dual signatures are required for disbursement of funds.
14. The executive director may sign as signatory on the special checking account.
15. When the annual budget is sent to sections after approval by the board in accordance with NCJW, Inc. Bylaws Article VI, Section C. 1-2, it shall be accompanied by the treasurer's summary of the treasurer's report for the preceding year.

**B. Standing Committee on Finance**

1. All matters of NCJW, inc. finance shall be channeled through the Committee on Finance.
2. A budget for any activity not included in the national operating budget must be presented to the Committee on Finance for approval. Upon approval, the budget shall be subject to periodic monitoring by the Committee on Finance.

**C. Audit Committee**

1. The purpose of the Audit Committee is to select the outside auditors, ensure an appropriate response is made to all audit recommendations and to oversee the organization's conflict of interest policy to ensure the ethical conduct of the organization in its finances and operations.
2. Members of the Audit Committee shall include, but are not limited to, the president, the treasurer, and assistant treasurer, and at least one NCJW officer or director with financial expertise. No staff member may serve on the Audit Committee.

D. Reimbursement to Individuals

1. Budgetary funds allocated to the president's office may be used at the discretion of the president.
2. To facilitate the work of the organization, the president, vice-presidents and/or officers shall meet at least once each year in addition to meetings coinciding with board and executive committee meetings. They may be reimbursed for transportation to this meeting.
3. Transportation costs shall be paid upon request for members of the executive committee in attendance at authorized meetings of the committee.
4. Members of the Board of Directors
  - a. To qualify for transportation reimbursement to a meeting, a board member must be present for three-fourths (3/4) of the board meeting.
    - (1) Transportation for a board member to the convention city shall be paid if the board member is present for at least three-fourths (3/4) of the pre-convention board session and during convention.
    - (2) Those board members continuing in office shall attend the post-convention board meeting.
    - (3) The president shall decide whether excuses for absence or tardiness are valid.
  - b. Board members attending a board meeting, who live within commuting distance of the meeting site, shall be reimbursed for the cost of daily transportation upon request. If the member remains in town, one round trip shall be reimbursed.
5. When necessary, the chair and/or vice chair of a national committee, who resides away from headquarters, shall be reimbursed for transportation for a visit to national headquarters to formulate plans for the work of the committee. Such reimbursement shall be authorized, in advance, by the executive director.
6. Members of the National Nominating Committee and the National Resolutions Committee shall be reimbursed for their transportation to the official meetings of their committees, and basic hotel room charges based on double occupancy (not including meals).

7. Members of the National Bylaws Committee shall be reimbursed for transportation and basic hotel charges based on double occupancy once a triennium to prepare for the national convention.
8. Chair and vice-chair of convention, nominating, resolutions and bylaws committees and the accredited UN observer (if they are not voting members of the board) shall be reimbursed for their transportation in connection with their attendance at convention.
9. These policies apply to all such NCJW, Inc. meetings for which reimbursement is authorized. Expenses will be reimbursed at minimum rates as specified below. All requests for reimbursement must be accompanied by a completed official form with receipts attached. The executive director shall authorize reimbursement for travel by section visitors and other volunteers on specific assignments on an individual basis.
10. Transportation costs of commissioners who attend an authorized meeting of commissioners shall be reimbursed by NCJW, Inc.
11. Visits to sections shall be authorized by the executive director and shall be arranged through headquarters. Transportation may be paid by NCJW, Inc.
12. If training requires early attendance at an annual national meeting, the trainer may be reimbursed for one night of basic hotel charges based on double occupancy.
13. All requests for reimbursement of authorized expenditures by individuals for NCJW, Inc. business must be approved by the appropriate department manager and the executive director; those of the executive director, by the president.

E. Authorized NCJW, Inc. Travel and Per Diem

These policies apply to all such NCJW, Inc. meetings for which reimbursement is authorized. Expenses will be reimbursed at minimum rates as specified below. All requests for reimbursement must be accompanied by a completed official form with receipts attached. The executive director shall authorize reimbursement for travel by section visitors and other volunteers on specific assignments on an individual basis.

NCJW, Inc. will reimburse only for the most economical, feasible method of transportation, regardless of the mode utilized. (e.g., auto travel over long

distances is often more costly than air fare. If air travel is feasible, NCJW, Inc. will not reimburse for more costly auto travel). In addition, NCJW, Inc. will not reimburse for transportation to or from airports/train stations/bus stations.

- I. Train travel
    - a. "Daytime: Reserved Coach"
    - b. Overnight: minimum available sleeping accommodations.
  2. Air travel
    - a. Travelers will be reimbursed at the rate of the lowest available airfare on regularly scheduled airlines.
    - b. If there is a change in reservations for personal reasons other than illness or death in the immediate family, the traveler will be responsible for the penalties incurred.
    - c. If there is a significant saving in airfare achieved by coming to a reimbursed meeting early, NCJW, Inc. may reimburse for hotel costs. Each case should be authorized, in advance, by the executive director.
    - d. There shall be no payment of overweight on personal luggage.
    - e. Overweight cost will be met on NCJW, Inc. materials only if such expenditure has the prior approval of the department manager.
    - f. There shall be no reimbursement for airline mileage used.
  3. For automobile travel, gas and oil costs shall be reimbursed at the rate allowed by the government, plus tolls and parking fees.
  4. The executive director is authorized to make exceptions to reimbursement and travel policies when individual circumstances warrant.
- F. Travel Insurance While on Official NCJW, Inc. Business in the United States or Canada
- I. NCJW, Inc. shall provide at its own full premium cost accidental death or dismemberment insurance in the amount of twenty-five thousand dollars (\$25,000) for each individual member.

2. It is expressly understood that the actual liability of NCJW, Inc. and the insurance carrier will be limited to the aggregate amount specified in the insurance policy.
3. Volunteers are covered outside the city of residence; staff is covered away from the city of permanent assignment.

G. Resource Development

I. National Fund Raising

- a. All solicitation activity of NCJW, Inc. shall be coordinated through the Financial Development Committee and staff and shall follow guidelines established by the committee.
- b. Programs for which funds are solicited should have a budget that includes administrative costs as well as all direct costs of implementing those programs.
- c. All gifts of money and contributions to NCJW, Inc. which are intended to carry on any phase of NCJW, Inc. work or program shall be sent to the treasury of NCJW, Inc.
- d. When NCJW, Inc. receives a program support contribution, the section to be credited with the contribution shall be notified.
- e. A minimum of \$25,000 shall be required to establish or maintain a named fund. Funds for specific programs and purposes may have higher minimums.

2. Earmarked Gifts

- a. No contributor's name shall be inscribed upon NCJW, Inc.'s resolutions, bylaws or policies and procedures.
- b. When soliciting earmarked gifts every effort should be made to find support for programs which are currently in the approved operating budget.
- c. A gift that is earmarked for a budgeted program, shall be added to the general income line and shall be used to fund that program.
- d. A gift that is earmarked for a program or item which is not a part of NCJW, Inc.'s operating budget, shall not be reflected as income in the operating budget.

- e. A gift that is not earmarked shall be added to the general income line to help fund the current operating budget.

3. Conduit Gifts

- a. A conduit gift is one where NCJW, Inc. agrees to administer funds designated for another entity. As administrator of the funds, and by agreement with the donor, NCJW, Inc. may charge an administrative fee.

**V. PRESIDENT**

A. General

- 1. The president or the president's designee shall sign all contracts, agreements and legal documents. The president is authorized to be a signatory on any NCJW, Inc. accounts.
- 2. The president shall have the power to delegate her duty as the official spokesperson and/or representative of NCJW, Inc.
- 3. The number of volunteers and/or staff appointed as official representatives of NCJW, Inc. at any event or social function shall be determined by the president in consultation with the executive director. Expenses may be borne by NCJW, Inc.

B. Duties of the President (See -- National Bylaws -- Article VII, Section 2; Appendix: "Guidelines for Participation in Amicus Curiae Brief", "Guidelines for Participation in a Boycott")

- 1. Working with the executive director, the president is the liaison among volunteers, the board and all of those committees on which the president serves as ex-officio.
- 2. The president, after consultation with the leadership and staff of NCJW, Inc., makes the final decision on NCJW, Inc. participation as amicus curiae.
- 3. The president, in consultation with the executive committee, shall have the power to review, evaluate and terminate any boycott undertaken by NCJW, Inc.
- 4. When the position of the executive director is vacant, the president, in consultation with the officers shall:
  - (I) Determine who will assume the responsibilities of the executive director until a new person is engaged;

- (2) Immediately notify the board of the vacancy;
  - (3) Appoint a search committee;
  - (4) Seek authorization from the board of directors for appropriate funds to enable the search committee to find a success;
5. A special committee which shall include the president and the vice - presidents shall conduct a performance evaluation of the executive director and a salary review on or about the anniversary date of the executive director's employment. The president may involve additional board members in the review process. The committee will meet to consider tenure, compensation and level of satisfaction with the performance of the executive director. It shall report its findings and recommendations to the board. Compensation will not be determined until approved by the board. The committee shall meet with the executive director to discuss the evaluation and the compensation approved by the board.

## **VI. TREASURER**

### **A. General**

1. Serve as financial officer of the organization.
2. Serve as chair of the Finance Committee, managing the board's review of and action related to the board's financial responsibilities, including those required by law.
3. Has understanding of finances for nonprofit organizations.

### **B. Duties of the Treasurer**

1. Work in concert with the executive director and director of finance and administration to ensure that appropriate financial reports are made to the board on a timely basis and that an annual budget is prepared for board approval.
2. Shall cause the books to be audited and present the annual financial audit to the board and recommend policy changes pursuant to the audit results.

3. Ensure board review and board involvement in the setting of financial policies and procedures.
4. With the executive director, bring to the attention of the full board financial issues in need of resolution.

## **VII. ASSISTANT TREASURER**

### **A. General**

1. Assist the treasurer in the treasurer's duties, substituting for the treasurer when necessary.
2. Serve as vice-chair of the Finance Committee.

## **VIII. DUTIES OF OFFICERS AND DIRECTORS**

### **A. The responsibilities of all voting officers and directors shall be to:**

1. Ensure the long-term welfare of NCJW, Inc.
2. Pursue and attain the mission of NCJW, Inc.
3. Attend all board meetings.
4. Officers and directors elected to the executive committee must attend meetings of the executive committee when convened by the president.
5. Attend annual meetings of NCJW, Inc.
6. Officers shall raise or contribute a minimum of \$3,000. Directors shall raise or contribute a minimum of \$2,500 annually. As of FY '09, 100% of a board member's personal commitment (give or get) shall be credited to NCJW, Inc.'s solicitation line.
7. Participate in national fund raising initiatives.

- B. All members of the board, committee chairs and members of committees shall forward duplicates of all reports and communications pertaining to their official business to the office of the executive director.

## **IX. BOARD OF DIRECTORS OF NCJW, INC.**

- A. Power and Authority of the Board
  - I. The NCJW, Inc. Board of Directors may authorize a referendum to sections which shall be sent out over the signature of the president. The results shall be communicated promptly to all sections.
- B. Honorary Members of the Board (See -- National Bylaws: Article IX; Article XI, Section 3; Article XII, Section 2)
  - I. A candidate for honorary president, honorary vice-president and/or honorary director shall be nominated at the pre-convention board meeting from a slate submitted by the Standing Committee on Nominations. To be selected as a nominee, a candidate must receive a majority vote of those members present and voting.
  - 2. Honorary officers and honorary directors shall receive all information that is sent to the board of directors.
  - 3. Honorary officers and honorary directors are encouraged to make an annual contribution to NCJW, Inc.
- C. Vacancies on the Board of Directors (see NCJW, Inc. Bylaws Article VI, Section B. 2.)
  - I. The National Nominating Committee's election report on file shall be taken into consideration for a period of seven (7) months following a national convention.
- D. Board Evaluation

- I. A board evaluation shall occur a minimum of two (2) times within a triennium, with adjustments to board operations implemented, if indicated.

## **X. EXECUTIVE COMMITTEE OF THE BOARD**

(See -- National Bylaws: Article X)

- A. When the executive committee deems it advisable to send out a referendum to the board, it shall seek the approval of the president. Once approved, the referendum shall be sent out over the signature of the president.
- B. If the president withholds approval, the referendum shall be sent out by the executive committee with the president's knowledge, together with a minority report. The results of all referendums shall be communicated to all members of the board.
- C. Board members who are not members of the executive committee may be invited to attend in person meetings of the executive committee, with voice but without vote. They may be invited to attend executive sessions of such meetings at the discretion of the president.

## **XI. EXECUTIVE DIRECTOR**

The executive director of NCJW, Inc. shall report to the president of NCJW, Inc. and shall consult with the president on matters of policy, program and budget. The executive director shall hold the following responsibilities:

- A. Maintain and facilitate communications among the president, board of directors, and committees, individuals or groups operating under the auspices of NCJW, Inc.
- B. Manage day-to-day operations of NCJW, Inc., ensuring compliance with the organization's national bylaws, national policies and procedures and other official documents.
- C. Manage and assign the staff of NCJW, Inc. and engage and discharge staff in accordance with personnel practices approved by the board, the union contract and federal, state and local laws, as applicable. Inform the president, chair and vice-chair of the Personnel Practices Committee and other leaders, as appropriate, of staff changes.
- D. Oversee the budget of NCJW, Inc. and monitor day-to-day financial operations. Provide the president and treasurer/assistant treasurer with status reports on

the organization's finances on an agreed-upon schedule and format as stipulated in the bylaws and policies and procedures of NCJW, Inc.

- E. Approve press releases, promotional materials and other important NCJW, Inc. materials prior to release, in conjunction with the president, and as appropriate, committee chairs of NCJW, Inc.
- F. Represent NCJW, Inc. at internal and external functions, in consultation with the president.
- G. Oversee the planning of board meetings of NCJW, Inc., national convention, and other national voting meetings and other events/meetings, ensuring compliance with the national bylaws and national policies and procedures.
- H. Ensure that files of all NCJW, Inc. official business are maintained.
- I. Perform other duties as assigned by the president, executive committee or board of directors of NCJW, Inc.

## **XII. NATIONAL CONVENTION**

- A. National Convention
  - 1. The business of the national convention shall include adoption of the budget, bylaws amendments, resolutions, election of officers, board of directors and National Nominating Committee for the ensuing triennium.
  - 2. Candidates for Election
    - a. The delegate body shall be provided with an opportunity to meet all candidates.
    - b. Campaign parties and distribution of campaign material are prohibited at the national convention.
  - 3. Member-at-large Delegates to Convention (See – National Bylaws: Article XI, Section 3.A; Section 7): The chair of the Standing Committee on Nominations shall cause a letter to be sent to each member-at-large which explains the procedure for nominating member-at-large delegates to the convention and which includes forms for that purpose. Self-nomination shall be encouraged.

The letter shall be sent no later than the date on which The Call to Convention is sent. The selection of delegates shall be made by the board's Standing Committee on Nominations.

### **XIII. NOMINATIONS AND ELECTIONS**

- A. To be eligible to serve as a member or alternate to the National Nominating Committee (NNC) one must:
  - 1. Be a member of NCJW, Inc.
  - 2. Have made a personal financial contribution in support of NCJW, Inc. in the fiscal year current or prior to the one in which she is nominated.
  - 3. Commit to making a contribution in support of NCJW, Inc. during the year for which she is elected to serve.
  - 4. Be available to attend the National Nominating Committee meeting held at least two months before the national convention and participate in the work of the National Nominating Committee leading up to the meeting.
  - 5. Any member of the NNC who agrees to be considered as a candidate for national office or board membership is automatically disqualified from serving on the NNC and shall be replaced by an alternate.
- B. At a meeting prior to the meeting of the National Nominating Committee (NNC) the board of directors shall review and adopt the rules of the NNC.
- C. National Nominating Committee (NNC) (See – National Bylaws: Article XII)
  - 1. Persons designated to be candidates for officers and board must meet the criteria established in Bylaws Articles VII, Section 1.D and VIII, Section 2.C and NCJW, Inc. Policies and Procedures, including having made a personal financial contribution in support of NCJW, Inc. within the current fiscal year. Copies of the criteria shall be enclosed within the nomination forms sent by the chair of the NNC, to each board member, each honorary official, each commissioner, each SPA chair(s) and vice-chair(s), and each section.
  - 2. When the nomination forms have been returned to the NNC, the chair of the committee shall cause to be sent to each suggested candidate a form on which the candidate shall agree or decline to allow his/her name to be included among those to be considered, the candidate shall indicate the date by which these forms must be returned.

3. The slate shall contain nominees for each elected position to be filled.
  - a. The NNC shall develop a list of three (3) candidates, in order of preference, who shall be named to fill those board vacancies on the slate which might occur between the time of publication of the slate and the time of presentation at the convention.
  - b. Should it become necessary, one or more of the candidates listed by the NNC shall become part of the slate reported by the chair of the NNC at the convention.
4. Alternates to the NNC elected from the board shall be selected to serve in order according to the number of votes which each has received (See National Bylaws: Article XII, Section I).
5. The NNC shall meet for not more than three (3) three days in a location near the city in which the office of NCJW, Inc. is located.

#### **XIV. COMMITTEES**

(See National Bylaws: Article XIV)

- A. National Committees (Standing and Special)
  1. Standing and special committees are specified in the Bylaws Article XIV, Section I or are established by action of the board (Article VI, Section I.E).
  2. Standing and special committees (ad hoc, convention, etc.) are established by the president with a specific charge, and shall cease to exist upon completion of that charge.
- B. Appointment and Composition (Refer to Policies III, G, H, & I)
  1. Every member of a national committee must have made a personal financial contribution to NCJW, Inc.
  2. Appointments made by the president are for a convention period.
  3. In appointing committee members, the president shall give consideration to an equitable geographic distribution of their members.
  4. Section presidents shall be notified when a member of the Section has been appointed to a national committee.

C. Subcommittees

1. The president may designate several members of a national committee as a subcommittee for a special purpose and shall appoint the chair and vice-chair of said subcommittee.
2. The president may also appoint persons not serving on the national committee when special skills and experience would help implement the work.
3. The subcommittee is responsible to the appropriate national committee.

D. Status of Chair and Vice Chair of Special Committees

1. Chair and/or vice chair of special committees may be invited to attend board and/or executive committee meetings when activities which are their responsibility are discussed.
2. They shall receive national information pertinent to their area of responsibility.
3. No publicity relating to the work of a committee shall be released unless approved by the chair and/or vice chair of the committee and the president and executive director.

E. Personnel Practices Committee (PPC)

1. NCJW, Inc., as employer, is represented by the Personnel Practices Committee (PPC) in developing policies, subject to ratification by the board, which govern the employment and working conditions of the staff. The PPC is responsible for the negotiation of the union contract and revision of the personnel practices for employees not in the bargaining unit.
2. The PPC consults with the executive director on matters of personnel practice and is responsible for periodic review of the "Employee Handbook" and the union contract, all of which guide the administration of the office.
3. The PPC monitors the implementation of the provisions of the union contract and the personnel practices as ratified by the board.
4. The PPC assists sections in matters pertaining to employment and staff.

F. National Voting Meeting Committees

1. All committees necessary for the proper function of a national voting meeting shall be established and, except for the National Nominating Committee, the members thereof appointed by the president.
  
2. Prior to Convention
  - a. National Nominating Committees (See Article XII - National Bylaws).
  - b. Resolutions Committee (See Article XIII - National Bylaws).
  - c. National Voting Meetings Planning Committee.
    - (1) At least one (1) year before a national voting meeting, a volunteer leadership team shall be appointed by the president. At least one of its members shall be a member of the executive committee.
    - (2) The leadership team shall be responsible for developing a budget and goals for the meeting. It shall coordinate and/or develop the program content for implementation of these goals at the convention. The registration fee shall be submitted to the NCJW, Inc. Board of Directors for its approval. The leadership team shall establish the framework for both the program and the business of NCJW, Inc. at the meeting. It shall also coordinate the pre-meeting involvement of all delegates.
  
3. At least two (2) months prior to the national voting meeting, the following committees will be established for duty at a national voting meeting, as deemed necessary by the president:
  - a. Credentials
  - b. Rules
  - c. Elections
  - d. Floor Tellers
  - e. Evaluation
  - f. Timekeepers
  
4. The National Nominating Committee and National Resolutions Committee shall be established prior to the national convention (see National Bylaws Article XII – National Nominating Committee and National Bylaws, Article XIII – Resolutions.)
  
- G. National Resolutions Committee (NRC) (See National Bylaws: Article XIII)

- I. The National Resolutions Committee shall meet for not more than three (3) days.

## **XV. AFFILIATIONS**

(See -- NCJW Bylaws: Article XV; Appendix: "Guidelines for Section Participation in Coalition Activities")

- A. NCJW, Inc. may affiliate with any national or international organization whose philosophy is not in conflict with that of NCJW, Inc.
- B. When a national or international organization with which NCJW, Inc. is affiliated passes a resolution in direct opposition to the program and/or policy of NCJW, Inc., NCJW shall register its opposition and ask that this opposition be noted in public statements or representations.
- C. When NCJW, Inc. is affiliated with an organization which consistently takes an action contrary to the resolutions, programs or policies of NCJW, Inc., NCJW, Inc. must disaffiliate itself from that action.
- D. When NCJW, Inc., is affiliated with an organization which consistently takes an action contrary to the principles, programs or policies of NCJW, Inc., NCJW, Inc. must disaffiliate itself from that organization.
- E. NCJW, Inc., one of the founders and the largest affiliate of ICJW, will continue to foster its growth.

# NATIONAL COUNCIL OF JEWISH WOMEN, INC.

## EXPANSION GUIDELINES

- I. Exploratory Stage
  - A. Community survey completed and evaluated
  - B. Convener in place (can be an NCJW member or potential member)
  - C. Advisor available, preferably on-site
  - D. Interest indicated in forming a group within the framework of the NCJW mission
- II. Provisional Stage (should be completed within eighteen (18) months)
  - A. Autonomous group with key leadership roles filled, as defined by the section's goals
  - B. Commitment to NCJW's mission, resolutions and programs
  - C. Collection of dues (not less than the amount set in NCJW, Inc. Policies and Procedures)
    1. Establishment of a bank account
    2. Payment of per capita to NCJW, Inc.
  - D. Budget developed, approved by the section, and submitted to the national office  
Ability to meet financial commitments (i.e., program support, SPA dues)
  - E. Bylaws written following "Suggested Section Bylaws" approved by the section, and submitted to NCJW, Inc. for review  
  
Section policies written following "Suggested Policies for Sections" approved by the section's board and submitted to NCJW, Inc.
  - F. Reports and other section documents submitted to the national office (e.g., budget, minutes of meetings, bulletins/newsletters, section announcements)
  - G. Participation in appropriate NCJW training (e.g., meetings, conventions, section visitors, leadership development packets, training videos, etc.)
  - H. The processes of incorporation, obtaining a Federal ID # and filing of all federal and state documents, as mandated by law, must be underway
- III. Following Charter
  - A consultant will be assigned to work with the section

**NATIONAL COUNCIL OF JEWISH WOMEN, INC.  
GUIDELINES FOR PARTICIPATION IN A BOYCOTT**

- I. Participation in a Boycott (See Policies and Procedures; Section I, D4)
  - A. The issue must be consistent with the national resolutions of NCJW, Inc. and must be well defined.
  - B. Criteria
    1. What is the purpose of the boycott?
    2. Have other means of accomplishing the purpose been explored?
    3. Would a boycott be effective?
      - a. There must be grassroots support in NCJW
      - b. There must be general community support
    4. Can it be monitored?
    5. Has NCJW investigated potential positive and negative effects?
  - C. There must be regular reevaluation by the president in consultation with appropriate resources.
  - D. Process for taking action in regard to boycott
    1. If immediate action is not necessary
      - a. Recommendation to boycott should come from the appropriate national committee
      - b. Background information should be provided, in writing, to the board, and its members should be polled
      - c. The president takes action accordingly
      - d. Sections must be informed immediately
    2. If immediate action is necessary
      - a. Background information should be provided in writing to the executive committee and its members shall be polled by telephone
      - b. The president takes action accordingly
      - c. Sections must be informed immediately
    3. Process for termination of boycott

- a. The president in consultation with the executive committee shall have the power to review, evaluate and/or terminate any boycott undertaken by NCJW, Inc.
- b. Sections shall be informed immediately

**NATIONAL COUNCIL OF JEWISH WOMEN, INC.**  
**GUIDELINES FOR PARTICIPATION IN AN**  
**AMICUS CURIAE BRIEF**

- I. Participation in an Amicus Curiae Brief  
(See -- Policies and Procedures: Section I, D5)
  - A. Criteria
    1. NCJW has a position on the issue.
    2. The case involves a principle of the United States Constitution.
    3. The parties and other amici curiae are organizations with which NCJW is willing to be associated.
    4. NCJW has the right to examine, to comment on, and to withdraw from the brief before it is submitted to the court.
  - B. The financial responsibility for joining in the brief must be carefully delineated, agreed upon in advance and limited in amount. In national cases NCJW shall bear the costs from its national budget; in state cases, the State Public Affairs Committee must be prepared to assume the financial obligations.
  - C. If appropriate and necessary, NCJW may seek independent counsel, experienced in the field of constitutional law and knowledgeable about NCJW policy, to review the issue and the brief.
  - D. If the case is based on an issue and/or situation in a local community where there is an NCJW section, section leadership should be asked for information.
  - E. The president, after consultation with national leadership and staff, makes the final decision on NCJW participation as amicus curiae.
  - F. Upon reaching a decision to participate as amicus curiae under NCJW, Inc. Policies and Procedures, the board members, section presidents and state public affairs chairs should be notified promptly.
  - G. The notification should contain:
    1. Name and brief summary of case.
    2. How the decision was reached.
    3. The national resolution on which the position was based.
  - H. The board members, section presidents and state public affairs chairs shall be notified when the court's decision is handed down.

**NATIONAL COUNCIL OF JEWISH WOMEN, INC.**  
**GUIDELINES FOR SECTION PARTICIPATION IN COALITION ACTIVITIES**

I. Section Participation in Coalition Activities

(See: Policies and Procedures: Section II, A5 and Section XV)

- A. No section shall form functioning committees of other existing local, state, national or international organizations without the approval of the National Council of Jewish Women, Inc.
- B. Sections shall adhere to the policies adopted by the National Council of Jewish Women, Inc. concerning the spending of NCJW funds. (See National Bylaws: Article V, Section 6 and Policies and Procedures IV. A. 9.)
- C. NCJW identity must be maintained.
- D. The following should be reviewed before affiliation with coalitions:
  - 1. Bylaws
  - 2. Financial responsibility
  - 3. Techniques for action
  - 4. Procedures for publicity and advertising (e.g., letterhead)
  - 5. Procedures for clearance with affiliate organizations of the coalition's stands or positions
  - 6. Defined rules on use of NCJW name (only with written consent)
  - 7. Termination date, subject to extension

II. Criteria for Participation in Coalition Activities

A. WHEN SHOULD A COALITION BE FORMED OR WHEN SHOULD IT BE JOINED?

- 1. When NCJW perceives a need for service or advocacy in the community which would be well served by a coalition of diverse constituent agencies and/or organizations.
- 2. When NCJW is asked by other agencies or organizations to help meet the need for service or advocacy in the community through coalition participation, if relative to NCJW priorities and if the issues are under the umbrella of our national resolutions.
- 3. When requested to do so by the NCJW, Inc. to address one of NCJW's priority areas or an issue covered under the NCJW resolutions.

B. WHAT IS A COALITION?

1. It is an alliance of organizations which join together in order to support or oppose action on an issue.
2. Those in the coalition may not agree on other issues, but they agree in advance to act only on the issue around which they are coalesced.
3. Coalitions can: plan, monitor, evaluate, support, oppose and educate.
4. Coalitions cannot: mobilize as quickly as a single organization.
5. A coalition can be formed which is:
  - a. Permanent and multi-faceted -- an example is the Jewish Community Relations Councils (JCRC)
  - b. An ongoing single issue group -- an example is the Religious Coalition for Reproductive Choice (RCRC)
  - c. An ad-hoc time-limited action coordinating committee -- an example is the Anti-Tuition Tax Credit Coalition which was formed to defeat a District of Columbia referendum on that issue in 1981

C. WHY IS A COALITION USEFUL?

1. Creates community exposure to the problem.
2. Develops broad-based support for study/ action/ service.
3. Strengthens individual organization's community image as others learn about its work. NCJW shares the advantages of this type of visibility and promotion.
4. Pools resources: money/labor/information/contacts.
5. Creates broad political base.
6. Creates new contacts in the community that may be useful in future endeavors.

D. HOW IS A COALITION FORMED AND HOW IS IT JOINED?

1. For a formal coalition, written guidelines/ bylaws should be developed which:
  - a. Clearly define coalition goals, acceptable to all members who agree to join the coalition, around a common concern.

- b. Clearly define ways of work, affiliate member responsibilities, duration of coalition and timetable for implementing action.
  - c. Clearly define coalition procedures on issuing statements in the names of the affiliated groups. All statements issued by the coalition, which name NCJW, Inc. as a member of the coalition, must be cleared by NCJW, Inc. to ensure that the statements are in consonance with NCJW Inc. National Resolutions.
2. Choice of competent chair with a minimal amount of vested interest may be the key to success or failure of coalition.
  3. NCJW must receive equal recognition with others in publicity releases about the coalition.
  4. NCJW should have sufficient numbers of volunteers to participate in coalitions without sacrificing its other obligations.
  5. NCJW's financial support of the coalition program should be easily affordable (in many instances the amount of a contribution can be negotiated).

E. WHO ARE THE APPROPRIATE COALITION PARTNERS?

1. Agencies and organizations with reputations for expertise in specific areas provided that overall principles of those groups are not in conflict with those of NCJW.
2. Agencies and organizations with substantial membership or a network of personnel to draw upon as a resource.
3. Agencies and organizations with whom NCJW has had a previous relationship on a successful project, program, collaboration or network.

F. TIPS FOR SUCCESS:

1. Basic philosophy for success must include:
  - a. Awareness of own goals as well as goals of others.
  - b. Non-coercive participation: free choice.
  - c. Open information flow: lateral and vertical communication routes.
  - d. Respect for differences: the right to be different, the willingness to see difference, the advantages to diversity of interest.

- e. Openness to growth: offering resources and being receptive to the resources of others.
  - f. A chair who is able to serve interests of all affiliate members.
2. Regular review of NCJW relations with coalition, making it clear, when necessary, to coalition partners, NCJW's willingness to disaffiliate if there are violations of agreed procedures which endanger NCJW image and integrity.

**NATIONAL COUNCIL OF JEWISH WOMEN, INC.**  
**GUIDELINES FOR SECTIONS CONSIDERING CONTRIBUTIONS TO OTHER ORGANIZATIONS**

- I. Contributions to Organizations Other than NCJW, Inc.
  - A. Total contributions in excess of \$100.00 in any fiscal year to an organization other than NCJW, Inc. may be considered only when:
    1. The programs and principles of the organization, as well as a specific activity for which a contribution is being considered, are consistent with the philosophy of NCJW, Inc. and fall within the national resolutions.
    2. All section financial obligations to NCJW, Inc. have been met.
      - a. Payment of per capita shall be current in accordance with NCJW, Inc. Policies and Procedures.
      - b. Payment of dues to state public affairs committees shall be made.
      - c. Program support payments shall be current and funds shall be available for fulfillment of remaining program support obligations.
    3. All other section financial obligations shall have been met including, but not limited to, support for the program and projects of the section.
    4. The section has carefully considered increasing its support for the programs of NCJW, Inc. through contributions to program support and to the national projects of NCJW, Inc.
    5. The section has conferred with NCJW, Inc. about any proposed contribution which will impact on the section's budget or on its total fiscal condition.
    6. In the event of a non-recurring emergency, sections are authorized to make financial contributions up to \$250 subject to the approval of the section executive committee.
  - B. Section contributions to other groups should be made only in connection with an appropriate level of ongoing section activity and/or involvement in the project or with the organization. The following criteria should be reviewed:
    - I. Does the section have direct involvement in the undertaking?
      - a. Is the section represented on the board?
      - b. On a major committee?

- c. Do members of the section serve as trained volunteers in the project?
    - d. Do they provide other special services?
  - 2. Is the section assured of appropriate recognition for its support?
  - 3. Does the section have a history of involvement with this undertaking?
  - 4. Is it relevant to the current section program?
  - 5. Once a contribution is made, will there be a continuing connection with the Section? e.g., an annual report to the section members or board by the project director.
- C. If, under special local circumstances, it becomes necessary for a section to consider a token gift, such token contribution may NOT be made unless the recipient conforms to requirement A, I.

**NATIONAL COUNCIL OF JEWISH WOMEN, INC.**  
**GUIDELINES FOR SECTIONS ESTABLISHING COMMUNITY SERVICE PROJECTS**

- I. Guidelines for Establishing or Participating in a Community Service project
  - A. Sections must demonstrate that a need exists in the community.
  - B. Before funding a community service project, a section must have plans in place to meet all of its financial obligations to NCJW, Inc. including payment of its program support assignment and the per capita portion of its paid up members' dues.
  - C. The section must be able to support the project:
    1. Section members must be willing and able to participate actively in the project, providing direct or indirect services as volunteers, and/or as project board members.
    2. The section must have the financial capability to undertake the project.
  - D. The project should provide NCJW visibility in the community and serve to strengthen the section as a whole.
  - E. NCJW shall have equitable representation on any policy making entity of the project.
  - F. NCJW shall be mentioned in all public relations materials relevant to the project.
  - G. Competent Direction:
    1. When necessary, the section must be able to secure or provide capable supervisory personnel, professional or volunteer.
    2. The section must provide for training of volunteers.
  - H. The section must evaluate the project on a regular basis.

# NATIONAL COUNCIL OF JEWISH WOMEN, INC.

## Policies and Procedures

### Glossary

<b>Amicus curiae brief</b>	A legal brief meaning “friend of the court,” submitted in a Supreme Court or lower court offering a specific point of view and expertise on a specific issue in the case. Often, NCJW co-signs briefs sponsored and written by other organizations.
<b>Audit</b>	An examination of an organization’s financial records by an independent certified public accountant so that he/she can give positive assurance that the financial statements are fairly stated according to generally accepted accounting principles (GAAP) in all material respects.
<b>Board</b>	The elected and/or appointed officers, directors and honoraries of NCJW, Inc. References to other boards are specified (e.g. section boards).
<b>Branch</b>	A subgroup of a section, members of which are considered by NCJW, Inc. to be part of the section.
<b>Bylaws</b>	The document which defines the primary characteristics of NCJW, Inc. prescribes how the organization functions, and includes the basic rules of operation which cannot be changed without a vote of the membership.
<b>Commissioners</b>	Volunteer leaders from various size sections (small, medium, large and large/large who are appointed by the president of NCJW, Inc. They work with assigned section presidents to provide ongoing assistance and advice.
<b>Consent agenda</b>	A section of an organization’s agenda including only routine matters which are expected to be approved without discussion and without dissent. Any member desiring to discuss an item can remove it from the consent agenda.
<b>Constituent groups</b>	Subordinate groups making up a national organization and chartered by it.

<b>Director/Officer</b>	The NCJW, Inc. Board of Directors is comprised of officers as described in Article VII and directors as detailed in Article VIII. Both of these groups are considered board members.
<b>Earmarked gifts</b>	Individual contributions by members and friends of NCJW, Inc. received in response to requests for special funds (i.e. endowment, underwriting). These gifts are not credited to a section's program support assignment.
<b>Elections Committee</b>	The committee that oversees the elections process at convention in those instances when there is a contest.
<b>Financial review</b>	An examination of an organization's financial records by an independent certified public accountant that is less thorough than an audit. In a financial review the accountant simply gives an assurance that nothing came to his/her attention that the financial statements are not correct.
<b>Fiscal year</b>	The NCJW fiscal year runs from July 1 of the current year to June 30 of the year following.
<b>Honoraries</b>	Honorary status will be bestowed upon individuals who have distinguished themselves by length of service in their previous national board positions and in accordance with criteria as specified in Bylaws Article IX.
<b>ICJW</b>	Established in 1912, the International Council of Jewish Women (ICJW) represents 52 women's organizations in 47 countries working for social justice and the welfare of all races and creeds. ICJW represents Jewish women in many international forums, providing a voice for Jewish women worldwide and a platform for many issues of concern. NCJW-USA is the largest affiliate of ICJW.
<b>Legislative agenda</b>	The legislative items which are the focus of NCJW's advocacy efforts and are supported by the resolutions of NCJW, Inc.
<b>Mail</b>	Any form of written communication, including postal mail, fax, email or any other electronic means.

<b>Meeting</b>	An official assembly which may be held in person, telephonically or electronically as long as all participants have the opportunity to participate in the discussion in real time.
<b>Members-at-Large</b>	Those NCJW members who are not members or affiliated with any NCJW section and pay either their life membership or annual dues to NCJW, Inc.
<b>Mission statement</b>	The articulation of the organization's fundamental philosophy and values which defines the organization's reason for existing.
<b>NCJW, Inc.</b>	The National Council of Jewish Women, a New York corporation organized in 1893 with headquarters in New York City and offices in Washington, D.C. and Israel. Generally refers to the organization as a whole; the national organization.
<b>National committees</b>	The standing and special committees of the organization as defined in the bylaws and policies of NCJW, Inc.
<b>National Resolutions</b>	Based on NCJW's mission and strategies, the national resolutions define NCJW's positions and drive our public policy efforts while serving as a guideline for NCJW advocacy, education, research and community service activities. The resolutions are updated and adopted by the delegates in NCJW's convention.
<b>National voting Meeting</b>	A meeting at which it is authorized that official business be conducted with delegates being elected by the sections according to the formula in the bylaws.
<b>NCJW Journal</b>	A magazine style publication issued by NCJW, Inc. which provides a communications link for members with the entire organization.
<b>Personal giving</b>	Individual contributions by members and friends of NCJW, Inc., solicited by section members which are credited to the program support assignment throughout the fiscal year.
<b>Policies</b>	The standing rules of NCJW, Inc. which deal with the activities of the board of directors and the administration of the business of the organization. The policies may be revised and amended by board action.

<b>President, Vice-President Treasurer Secretary</b>	References the officers of NCJW, Inc. Other officers within the organization's structure are identified as section president, section vice-president, etc.
<b>Principles</b>	The fundamental beliefs of NCJW which are basic to and inherent in all specific national resolutions.
<b>Program Support Assignment</b>	A section's fair share portion of the revenue budget of NCJW, Inc. which helps to fund all of the programs, activities, projects and services provided by the organization.
<b>Referendum</b>	Vote taken by postal mail or e-mail rather than at board meetings or national meetings.
<b>Section-at-Large</b>	The title used to describe incorporated sections operating under special circumstances as defined in Policies and Procedures, Article II, Section C.
<b>Special Checking Account</b>	The special checking account is an account used when there is only one person available to sign checks. The dollar limit for a check drawn on this account is \$3,000. The regular checking account requires two signatures.
<b>State Public Affairs</b>	The volunteer entity of NCJW, Inc. established in a state, which is empowered to direct public policy activities within that state. The chair of the committee is appointed by the president.
<b>Unincorporated Constituent Group</b>	Membership groups, other than sections, developed through special agreement with NCJW, Inc.