

National Council of Jewish Women, Inc.
POLICIES AND PROCEDURES
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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 chief executive.
- 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 (defined as NCJW members) may participate in boycotts only when authorized to do so by the Board. (See – NCJW Guidelines: “Guidelines for Participation in a Boycott”)
 - 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 – NCJW Guidelines: “Guidelines for Participation in an Amicus Curiae Brief”)
 - 6. A volunteer entity (committee, cabinet, chairs, etc.) for directing the public policy activities of NCJW, Inc. shall be appointed by the Board President in consultation with the CEO.
 - 7. Coordination of public policy activity within the states in the name of NCJW, Inc. is the responsibility of the State Policy Advocacy Chairs in consultation with the Government Relations and Advocacy Department.
 - 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 Voting Meetings 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:

a. RELIGIOUS HOLIDAYS

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

f. OTHER

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

F. Policies that govern the NCJW, Inc. Board of Directors include, but are not limited to, those included in this document.

II. ORGANIZATIONAL STRUCTURE

A. New Constituent Groups

As set forth in NCJW, Inc. Bylaws Article III, NCJW, Inc. may affiliate a new Constituent Group, Local Leadership Council (i.e. advisory bodies), or other group in any area, including in areas where Sections have been dissolved or integrated, according to criteria established by the Board of Directors. Such criteria may be changed as determined by the Board of Directors.

B. Sections

1. Sections affiliated with NCJW, Inc. must satisfy requirements established by the Board of Directors pursuant to NCJW Bylaws Article III, Section I.E, and Policies and Procedures Article II.C. As of January 1, 2028, Sections must also satisfy the requirements set forth in Appendix A hereto as determined by NCJW, Inc. All requirements may be changed as determined by the Board of Directors.
2. Dissolving a Section
 - a. The dissolution process of a Section shall begin when one of the following has occurred:
 - i. The duly elected Section Board acts to dissolve the Section in accordance with the Section's governing documents and applicable law, and provides notice to NCJW, Inc.;
 - ii. In the absence of a duly elected Section Board, the Section members act to dissolve the Section in accordance with governing documents and applicable law and provides notice to NCJW, Inc.; or
 - iii. A decision to dissolve the Section is made by NCJW, Inc. at any time with no Section action required, but notification shall be sent to the Section Board or Section members and/or advocates.
 - b. Sections considering or in the process of dissolving 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.; and
 - c. Upon completion of the dissolution process the Section will be dissolved and the assets of the Section shall be distributed in accordance with NCJW, Inc. Bylaws Article XVII, Section 2 and, if applicable, a signed Integration Agreement.
3. Disaffiliating a Section
 - a. The disaffiliation process of a Section shall begin when one of the following has occurred:
 - i. The duly elected Section Board acts to disaffiliate the Section from NCJW, Inc. in accordance with the Section's governing documents and applicable law, and provides notice to NCJW, Inc., and enters into a

Disaffiliation Agreement;

- ii. In the absence of a duly elected Section Board, the Section members act to disaffiliate the Section in accordance with governing documents and applicable law, provides notice to NCJW, Inc., and enters into a Disaffiliation Agreement; or
- iii. A decision to disaffiliate the Section is made by NCJW, Inc. with no Section action required, but notification shall be sent to the Section Board or Section members and/or advocates.

b. Upon disaffiliation, among other things:

- i. The assets of a Section shall not be distributed in accordance with NCJW, Inc. Bylaws Article XVII, Section 2.
- ii. A Section will become independent of NCJW, Inc.;
- iii. NCJW, Inc. will cease providing all services, benefits, and support; and
- iv. The Section shall no longer use or benefit from NCJW, Inc.'s name, logo, brand, and 501(c)(3) status, or suggest any other indicia of a relationship to NCJW, Inc., other than an historical relationship.

c. Disaffiliation Agreement

If a Section that is required to enter into a Disaffiliation Agreement does not enter into a Disaffiliation Agreement within 180 days of giving notice of its intention to disaffiliate, or enters into but fails to comply with the executed Disaffiliation Agreement, NCJW, Inc. may dissolve the Section under section II.B.2, above.

4. Details Regarding Good Standing

- a. A Section is in Good Standing when NCJW, Inc. determines it is in substantial compliance with each of the following:
- b. The Section's Bylaws, Policies and Procedures, and Articles of Incorporation;
- c. NCJW, Inc.'s Bylaws, Policies and Procedures, and Certificate of Incorporation;
- d. Applicable federal, state and local laws; and

- e. Its duties and obligations to NCJW, Inc. including, without limitation, those defined below, to:
- i. Pay National Partnership Dues within 90 days of invoice date or pursuant to a memorandum of understanding entered into with NCJW, Inc.;
 - ii. File annual IRS Form 990 or Postcard (990 EZ) with the IRS (when due or on extension); and
 - iii. Provide NCJW, Inc. copies of the Section's:
 - Filed IRS Form 990 or Postcard (990 EZ), as soon as practicable after filing;
 - Budget, within 30 days of the start of the fiscal year;
 - Year-end financials, including lobbying expenses for the year, within 120 days of end of the past fiscal year;
 - Current Section Bylaws, Policies and Procedures, and Articles of Incorporation, within 30 days of adoption by the Section (following approval by NCJW, Inc.);
 - Advocate roster, within 30 days of the start of the fiscal year. The roster must include the name of each advocate/member/life member associated with the Section, a phone number, address, or email address for each advocate/member; how the advocate/member/life member chose to affiliate with the Section as called for in bylaws Article IV Affiliation (e.g., joined via email solicitation, word of mouth, attended programming), if known, and approximately when they became an advocate/member/life member; and
 - Newsletters, e-blasts and other communications, distributed to Section advocates/members/life members, concurrent with the distribution. Sections should comply with this subsection by ensuring that NCJW, Inc. is included in all the relevant mailing lists.

5. Financial Obligations

- a. National Partnership Dues shall be assessed and billed by NCJW, Inc. and paid by each Section. The amounts due from each section will be assessed at 11% of their revenue, up to \$1,000,000. All revenue over \$1,000,000 will be assessed at

6%, with a minimum dues amount of \$1,800. Revenue will be calculated as the average over the prior three years, and will exclude in kind revenue and governments grants, as listed on the Section's 990, and include only net revenue from Thrift Shop income. All of the revenue information used in calculating the National Partnership Dues will come directly from the Section's 990 or information provided by the Section if filing the 990 postcard.

- b. Section contributions to projects and programs in Israel shall only be made through NCJW, Inc.
 - c. A Section may not make a contribution in excess of \$1,800 to local, national, or international organizations, or to local committees owing allegiance to their local, national or international organizations, unless the following minimum criteria are met:
 - i. All financial contributions are to programs, projects or agencies that advance the Mission of NCJW.
 - ii. A plan is in place to ensure that all financial obligations to NCJW, Inc. will be met including but not limited to section National Partnership Dues.
 - iii. A plan is in place to ensure that if a section participates in the Israel Granting Program, all financial obligations to that program will be met.
 - iv. NCJW is recognized in all relevant printed and electronic media materials issued by the recipient agency.
 - v. NCJW section members must serve as volunteers involved in the recipient agency's projects.
 - vi. NCJW sections shall receive an annual accounting of how their funds have been expended.
 - vii. NCJW sections shall perform an annual evaluation of the community service project.
 - viii. NCJW sections shall follow the "Guidelines for Sections Considering Contributions to Other Organizations" as outlined in Appendix E and the "Guidelines for Establishing Community Service Projects" as outlined in Appendix F of these Policies and Procedures.
6. Community Service Projects (See — Appendix: "Guidelines for Sections Establishing Community Service Projects")

- a. Sections establishing community service projects in their communities must follow guidelines established by NCJW, Inc.
- b. Before funding a NCJW 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 National Partnership Dues. No amount in excess of \$250 may go to another 501(c)(3) organization without prior approval of NCJW, Inc. finance committee as set forth in the NCJW, Inc. Bylaws. (Article V, Section 6-"Section Contributions")

7. 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.
- 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 state and local government matters after 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. All action on state government matters must be coordinated with State Policy Advocacy Chair(s) and in the event of no SPA in the state, the Government Relations and Advocacy Department. The Government Relations and Advocacy Department shall be consulted in advance of any proposed action.

8. 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 the Government Relations and Advocacy Department.

9. 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 (defined as NCJW members) as a delegate or alternate to a National Voting Meeting.

C. Honorary Section Status Provisions

I. Organization

- a. Honorary section status may be considered in order to:
 - i. Honor the accomplishments of "aging out" sections
 - ii. Maintain NCJW, Inc. membership numbers
 - iii. 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:
 - i. A demonstrated desire to remain an NCJW, Inc. affiliate by section members/leaders
 - ii. Inability to meet financial obligations
 - iii. Declining membership numbers due to death, illness, and/or relocation and an inability to attract new members
 - iv. Lack of substantive programming
 - v. Lack of leadership
 - vi. 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 Members-at-Large and 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.

D. Absorbed or Merged Section

- 1. When a section is to be absorbed by another section, any monies left in its treasury after all debts, including National Partnership Dues 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 the designated purposes.

E. State Policy Advocacy Network (See — Appendix: “Guidelines for Participation in an Amicus Curiae Brief”, “Guidelines for Section Participation in Coalition Activities”)

I. State Policy Advocacy Committee (SPAC)

- a. The State Policy Advocacy Committee is the only official statewide public policy body of NCJW, Inc. and may affiliate or cooperate with any state or local

affiliates of a national organization with which NCJW, Inc. is affiliated. In other instances, the approval of the Government Relations and Advocacy Department 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 Policy Advocacy Committees that are considering participation as Amicus Curiae must adhere to criteria set by NCJW, Inc. and must consult with the Government Relations and Advocacy Department. Upon reaching a decision, and upon approval by NCJW, Inc., the SPAC shall immediately notify the Government Relations and Advocacy Department and the section presidents in the state.
- d. Chairs of State Policy Advocacy Committees shall be appointed by the president of NCJW, Inc. in consultation with the Advocacy Chairs of NCJW, Inc. and leadership within the state.
- e. The State Policy Advocacy Committee shall consist of:
 - i. One or more representatives from each section in the state appointed by the section president.
 - ii. Any NCJW, Inc. Board members within the state.
 - iii. In the case of single section states, several members of the section may constitute the State Policy Advocacy Committee.
- f. The SPA chairs and vice-chairs shall raise or contribute a minimum of \$350 annually to NCJW, Inc.

2. Finances

- a. To be eligible for funding, the State Policy Advocacy Chair shall submit a budget for their state's state public affairs to the Government Relations and Advocacy Department for approval.
- b. SPAs shall submit expense requests to the Government Relations and Advocacy Department with proper documentation.

F. Section Advisory Council (SAC)

- I. An advisory council for communication between NCJW sections and the NCJW, Inc. Board of Directors on issues that impact sections.

2. The SAC shall be comprised of 11-12 members, including two co-chairs appointed by the president from among the current and immediate past section leaders. Nominations for SAC members will be solicited from the current section leaders. Self-nominations will be accepted. The co-chairs shall recommend to the president 8–10 individuals from among those nominated to serve as SAC members.
3. SAC members shall serve two-year staggered terms.
4. A member of the NCJW, Inc. Board of Directors shall be assigned as liaison.

III. MEMBERS

- A. The annual dues for NCJW Members-at-Large shall be offered in four categories:
 1. One annual payment of fifty-four dollars (\$54.00)
 2. Nine dollars (\$9.00) per month
 3. Thirty-six dollars (\$36.00) under thirty-six years of age
 4. Three-year membership for one hundred forty-four dollars (\$144.00)
- B. Dues shall be paid directly to the treasury of NCJW, Inc.
- C. 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.
- 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 chief executive 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 Committee of the Board.
- 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

1. 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 VI, 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. NCJW, Inc. shall strive to maintain its unrestricted fund balance at no less than 25% of the national expense budget.
6. 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 (i) dues to other organizations or assessments by them or (ii) grants by NCJW, Inc. to programs or projects in Israel made through NCJW's Israel Granting Program. 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.

7. 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.
8. In all bank accounts except the payroll account, checks valued under \$5,000 shall require one signature. Checks valued at \$5000 or more shall require two signatures.
9. The dollar limit on the payroll checking account shall be \$5000 per check.
10. The chief executive 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.
11. In accordance with NCJW, Inc. Bylaws, (Article VI, Section 2C, 1-2), after Board approval, the annual budget, accompanied by the treasurer's summary of the treasurer's report for the preceding fiscal year, shall be sent to all Sections.

B. Committee of the Board on Finance

1. All matters of NCJW, Inc. finance shall be channeled through the Finance Committee.
2. A budget for any activity not included in the national operating budget must be presented to the Finance Committee for approval. Upon approval, the budget shall be subject to periodic monitoring by the Finance Committee.
3. The NCJW, Inc. Investment Policy Statement shall guide the Investment Subcommittee of the Finance Committee.

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, and the 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. Transportation costs may be paid upon request for Officers or members of the Executive Committee in attendance at meetings of the Officers or Executive Committee.
3. When necessary, the chair and/or vice chair of a Committee of the Board, who resides away from headquarters, may be reimbursed for transportation for a visit to national headquarters to formulate plans for the work of the committee. The chief executive shall authorize such reimbursement, in advance.
4. Members of the National Nominating Committee and the National Resolutions Committee may be reimbursed for their transportation to the official meetings of their committees, and basic hotel room charges based on double occupancy (not including meals.)
5. Members of the National Bylaws and Policies & Procedures Committee may be reimbursed for transportation and basic hotel charges based on double occupancy once a Triennium to prepare for the National Voting Meeting.
6. Chair and vice-chair of the National Voting Meeting, nominating, Resolutions and Bylaws committees (if they are not voting members of the Board) may be reimbursed for their transportation in connection with their attendance at the National Voting Meeting.
7. Members of all other Committees of the Board may be reimbursed once per year for transportation expenses to attend in-person meetings.
8. Visits to sections shall be authorized by the chief executive and shall be arranged through headquarters. Transportation may be paid by NCJW, Inc.
9. Transportation costs of SPAs who attend an authorized training of SPAs may be reimbursed by NCJW if training for SPAs requires early attendance at an annual national meeting; the trainer may be reimbursed for one night of basic hotel charges based on double occupancy.
10. Whenever possible, Officers, Directors and committee members are expected to bear all travel-related costs associated with Board meetings. When a Board member is unable to bear such costs, in whole or in part, appropriate receipts should be submitted for reimbursement by the organization. Members discharging any other governance responsibilities assigned by the President or Chief Executive Officer, may be reimbursed for related travel expenses. A voucher must be submitted, and a receipt must accompany the voucher.
 - a. All requests for reimbursement of authorized expenditures by individuals for NCJW, Inc. business must be approved by the appropriate department manager

and the chief executive; those of the chief executive by the president.

E. Authorized NCJW, Inc. Travel and Per Diem

1. These policies apply to all such NCJW, Inc. meetings for which reimbursement is authorized. Expenses will be reimbursed at minimum rates as specified below. A completed official form must accompany all requests for reimbursement with receipts attached. The chief executive shall authorize reimbursement for travel by section visitors and other volunteers on specific assignments on an individual basis.
2. 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 airfare. 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.
3. Train travel
 - a. “Daytime: Reserved Coach”
 - b. Overnight: minimum available sleeping accommodations.
4. 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. The chief executive should authorize each case, in advance.
 - d. There shall be no reimbursement for 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.
5. For automobile travel, gas and oil costs shall be reimbursed at the rate allowed by the government, plus tolls and parking fees.

6. The chief executive 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

1. NCJW, Inc. shall provide at its own full premium cost accidental death or dismemberment insurance in the amount of not less than 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

1. National Fund Raising

- a. All solicitation activity of NCJW, Inc. shall be coordinated through the 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. that 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 National Partnership Dues 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.
- f. The Israel Committee is responsible for determining the grantees and the allocation to each grantee of the Israel Granting Program in an amount not to exceed the funds in accounts designated for this purpose. The Israel Committee may make such grants without Board approval.

2. Earmarked Gifts

- a. No contributor's name shall be inscribed upon NCJW, Inc., 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 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 is authorized to be a signatory on any NCJW, Inc. accounts.
2. The president shall have the power to delegate her duty as an official spokesperson and/or a representative of NCJW, Inc.
3. The president, in consultation with the chief executive, shall select the volunteers and/or staff appointed as official representatives of NCJW, Inc. at any event or social function. Expenses may be borne by NCJW, Inc.

B. Duties of the President (See — NCJW, Inc. Bylaws — Article VII, Section 2; Appendix: “Guidelines for Participation in an Amicus Curiae Brief,” “Guidelines for Participation in a Boycott”)

1. Working with the chief executive, 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 chief executive is vacant or the current contract is coming to an end without expectation of renewal, the president, in consultation with the Officers shall:
 - a. Determine who will assume the responsibilities of the chief executive until a new person is engaged;
 - b. Immediately notify the Board of the vacancy;
 - c. Appoint a search committee;
 - d. Seek authorization from the Board of Directors for appropriate funds to enable the search committee to find a successor.
5. The president shall convene the compensation review committee, which is composed of the president, the vice presidents, and the treasurer to conduct a performance evaluation and a salary review, consistent with the terms of the contract of the chief executive. 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 chief executive. 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 chief executive 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 chief executive 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 chief executive, 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. Advise and provide organizational governance, guidance and leadership.
4. Serve as an ambassador of NCJW, Inc.
5. Attend all Board Meetings.
6. Attend annual meetings of NCJW, Inc.
7. Raise or contribute a minimum of \$7,000 to unrestricted funds.
8. Participate in national fund-raising initiatives through direct support, and identify, cultivate and solicit other donors.
9. Serve on board committee(s) as appointed by the President.
10. Adopt and oversee the annual budget.
11. Support and evaluate the CEO.

12. Form and oversee the Bylaws and Policies & Procedures.
13. Evaluate board performance, annually.
14. Review and monitor goals, outcomes and overall success of program initiatives.
15. Participate in strategic planning.
16. Identify and cultivate new leadership

- 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 chief executive and president.

IX. BOARD OF DIRECTORS OF NCJW, INC.

A. Power and Authority of the Board

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. Board Term

1. Effective with the Triennium beginning in 2020, all Officers and Directors will be installed at the National Voting Meeting where they are elected and will serve as Officer elect or Director elect until the first day of the Fiscal Year following their election at which time they will assume responsibility for their elected position.

C. Honorary Members of the Board (See — NCJW, Inc. Bylaws: Article IX; Article XI, Section 3; Article XII, Section 3C)

1. A candidate for Honorary President, Honorary Vice-President and/or Honorary Director shall be nominated at the pre-National Voting Meeting Board meeting from a slate submitted by the National Nominating Committee. 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.

4. Honoraries, past Board Members and National Committee Chairs may be invited to attend meetings of the NCJW, Inc., Board of Directors at the discretion of the president.

D. Board Evaluation

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

A. (See — NCJW, Inc. Bylaws: Article X)

B. Officers and Directors elected to the Executive Committee must attend meetings of the Executive Committee when convened by the president.

C. 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.

D. The Executive Committee, with the president's knowledge, shall send the Referendum, together with a minority report, if the president withholds approval of sending such Referendum. The results of all Referendums shall be communicated to all members of the Board.

E. 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. CHIEF EXECUTIVE

A. The chief executive of NCJW, Inc. shall report to the Board of Directors of NCJW, Inc. and shall fully inform the president on operations and conditions of NCJW, Inc. and on issues, which impact the organization. The chief executive shall have the following responsibilities:

B. Maintain and facilitate communications among the president, Board of Directors, and committees, individuals or groups operating under the auspices of NCJW, Inc.

C. Manage day-to-day operations of NCJW, Inc., ensuring compliance with the organization's national Bylaws, national Policies and Procedures and other official documents, as well as all applicable federal, state and local laws.

D. 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.

E. 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.

- F. Sign all contracts, agreements and legal documents. The obligation of any liability over \$25,000 must have the consent of the President.
- G. Secure the financial health of the organization.
- H. Approve press releases, promotional materials and other important NCJW, Inc. materials prior to release, in consultation with the president, and as appropriate, other leaders of NCJW, Inc.
- I. Represent NCJW, Inc. at internal and external functions, in consultation with the president.
- J. Oversee the planning of Board meetings of NCJW, Inc., National Voting Meetings and other events/meetings, ensuring compliance with the national Bylaws and national Policies and Procedures.
- K. Ensure that files of all NCJW, Inc. official business are maintained.
- L. Perform other duties as assigned by the president, Executive Committee or Board of Directors of NCJW, Inc.
- M. Shall serve as non-voting ex-officio member of all Committees of the Board.

XII. NATIONAL VOTING MEETING

- A. The business of the National Voting Meeting shall include adoption of the Bylaws amendments, adoption of the Resolutions, and election of the members of the Board of Directors for the ensuing Triennium.
- B. Candidates for Election
 - I. Campaign parties and distribution of campaign material are prohibited at the National Voting Meeting.
- C. Member-at-large Delegates to the National Voting Meeting (See – NCJW, Inc. Bylaws: Article XI, Section 3.A; Section 7): The chair of the Governance Committee shall communicate with to each member-at-large, either via mail or electronic communications, which explains the procedure for nominating Member-at-large delegates to the National Voting Meeting, and which includes forms for that purpose. Self-nomination shall be encouraged.
 - I. The communication shall be sent no later than the date on which The Notification to the National Voting Meeting is sent. The Governance Committee shall make the selection of delegates.

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.
 2. Commit to making an annual contribution to NCJW, Inc. during the years for which she is elected to serve.
 3. Be available to attend the National Nominating Committee meeting held at least two months before the National Voting Meeting and participate in the work of the National Nominating Committee.

- B. National Nominating Committee (NNC) (See NCJW, Inc. Bylaws: Article XII)
 1. At the fall Board meeting of the first year of the Triennium, the Board shall elect four Board members to the National Nominating Committee and two alternates.
 2. The Chair of the Governance Committee shall serve as Vice-Chair. Should the Vice-Chair leave the committee, the chair shall appoint a new vice-chair from current committee members, and an alternate will fill the open position.
 3. If neither the Immediate Past President nor the Governance Committee Chair can serve as Chair of the National Nominating Committee, the National Nominating Committee shall select its new chair from among the seated delegates.
 4. The President, in consultation with the National Nominating Committee chair and vice chair and the CEO, shall appoint the remaining three (3) delegates. Vacancies in any of these three positions shall be filled by appointment by the President.
 5. Alternates to the National Nominating Committee shall not serve unless and until a replacement is needed.
 6. Any member of the NNC agreeing to be considered for an officer position must resign from the NNC.

- C. On an annual basis, the National Nominating Committee and the Governance Committee will advise and may seek feedback from the Board of Directors on the rules and criteria of the nominations process.

- D. The reports, documentation and files of both the Governance Committee and National Nominating Committee shall be transferred to their successor committee chairs.

- E. The NNC will establish a protocol for recruiting and vetting potential candidates.
- F. In the event of vacancies in a Director position on the NCJW, Inc. Board, the NNC shall present a candidate to the Board for a vote. If the Board does not support the proposed candidate, NNC shall bring a second candidate to the Board for a vote, and so forth, until a candidate is elected.
- G. A call for nominations will be sent to all Sections at least three (3) months prior to the first nominating committee of a national election year.

XIV. COMMITTEES (See NCJW, Inc. Bylaws: Article XIV)

A. Committee of the Board (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, National Voting Meeting, 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 Committee of the Board must have made a personal meaningful financial contribution to NCJW, Inc.
- 2. Appointments made by the president are for a Triennium.
- 3. Section presidents shall be notified when a member of the Section has been appointed to a Committee of the Board.

C. Subcommittees

- 1. The president may designate several members of a Committee of the Board 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 Committee of the Board when special skills and experience would help implement the work.
- 3. The subcommittee is responsible to the appropriate Committee of the Board.

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 chief executive.

E. Personnel Practices Committee (PPC)

1. The CEO and/or designee, in consultation with the PPC, shall represent NCJW, Inc., as employer, in developing policies, subject to ratification by the Board, which govern the employment and working conditions of the staff. The CEO and/or designee, in consultation with 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 CEO and/or designee consult with the PPC on matters of personnel practice and are responsible for periodic review of the “Employee Handbook” and the union contract.
3. The CEO and/or designee, in consultation with 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 the National Voting Meeting
 - a. Resolutions Committee (See NCJW, Inc. Bylaws Article XIII) shall be established prior to the National Voting Meeting.
 - b. National Voting Meetings Planning Committee.
 - i. 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.
 - ii. 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 National Voting Meeting. 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, president shall appoint individuals to perform the following duties at the National Voting Meeting:
 - a. Credentials
 - b. Rules
 - c. Elections
 - d. Floor Tellers
 - e. Evaluation
 - f. Timekeepers

G. National Resolutions Committee (NRC) (See NCJW, Inc. Bylaws: Article XIII)

1. If meeting in person, the National Resolutions Committee shall meet for not more than three (3) consecutive days. If meeting by teleconference, the committee will determine the schedule.
2. The Resolutions, which have been previously adopted at National Voting Meetings, direct and control the program and advocacy activities of NCJW, Inc. Revisions to the Resolutions shall be adopted at a National Voting Meeting. Any change in the Resolutions proposed in the interim between national conventions shall be voted upon by the Board of Directors, or by the Executive Committee if the Board of Directors cannot meet, and, if approved, shall be adopted only upon two-thirds (2/3) favorable vote of the sections by Referendum, providing at least a majority of the sections have participated in the Referendum.

The ballot of a section shall be counted as the number of votes equal to the number of delegates to which the section would be entitled if a national voting meeting were to take place on the date the referendum is mailed.

3. The Resolutions Committee shall be appointed at least twelve (12) months before the National Voting Meeting. The president shall appoint the chair and six (6) additional members including one (1) from the Executive Committee and one (1) from the previous Resolutions Committee.
4. It shall be the duty of the Resolutions Committee to propose such revisions of the Resolutions, as it deems necessary. Changes to the Resolutions may be proposed to the

committee by a section, provided there has been prior approval by its board; a member-at-large; a member of the NCJW, Inc. Board of Directors; a State Policy Advocacy chair.

5. The Resolutions Committee shall meet at least three (3) months prior to the National Voting Meeting to prepare recommendations for consideration at the National Voting Meeting.

XV. AFFILIATIONS

- A. (See — NCJW Bylaws: Article XV; Policies Appendix: “Guidelines for Section Participation in Coalition Activities”)
- B. NCJW, Inc. may affiliate with any national or international organization or Coalition whose public policy positions are in whole or in part aligned with those of NCJW, Inc.
- C. When a national or international Coalition 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.
- D. When NCJW, Inc. is affiliated with a Coalition, which takes an action contrary to the Principles and Resolutions, as well as the programs, or policies of NCJW, Inc., NCJW, Inc. must disassociate itself from that action.
- E. When NCJW, Inc., is affiliated with a Coalition, which consistently takes an action contrary to the Principles and Resolutions, as well as the programs, or Policies of NCJW, Inc., NCJW, Inc. must disaffiliate itself from that organization.
- F. NCJW, Inc., one of the founders and the largest affiliate of International Council of Jewish Women (ICJW), will continue to foster its growth.
- G. Sections shall not enter into a fiscal sponsorship without the approval of NCJW, Inc.

NATIONAL COUNCIL OF JEWISH WOMEN, INC. GUIDELINES

A. (RESERVED)

B. GUIDELINES FOR PARTICIPATION IN A BOYCOTT

0. Participation in a Boycott (See Policies and Procedures; Article I, D4)

- . The issue must be consistent with the National Resolutions of NCJW, Inc. and must be well defined.

a. Criteria

- . What is the purpose of the boycott?
 - i. Have other means of accomplishing the purpose been explored?
 - ii. Would a boycott be effective?
 - There must be grassroots support in NCJW
 - There must be general community support
 - iii. Can it be monitored?
 - iv. Has NCJW investigated potential positive and negative effects?

- b. There must be regular reevaluation by the president in consultation with appropriate staff and leadership.

I. Process for taking action in regard to boycott:

- . If immediate action is not necessary
 - . Recommendation to boycott may come from an NCJW leader, staff, section or national committee.
 - i. Background information should be provided, in writing, to the Board, and its members should be polled.
 - ii. The president takes action accordingly.
 - iii. Sections must be informed immediately.

- a. If immediate action is necessary
 - . Background information should be provided in writing to the Executive Committee and its members shall be polled by telephone.
 - i. The president takes action accordingly.
 - ii. Sections must be informed immediately.

2. Process for termination of boycott

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

C. GUIDELINES FOR PARTICIPATION IN AN AMICUS CURIAE BRIEF

0. Participation in an Amicus Curiae Brief (See — Policies and Procedures: Article I, D5)

- . Criteria
 - . NCJW has a position on the issue.
 - i. The case involves a principle of the United States Constitution.
 - ii. The parties and other amici curiae are organizations with which NCJW is willing to be associated.
 - iii. NCJW has the right to examine, to comment on, and to withdraw from the brief before it is submitted to the court.
- a. 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 Policy Advocacy Committee must be prepared to assume the financial obligations.
- b. 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.
- c. 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.

- d. The president, after consultation with national leadership and staff, makes the final decision on NCJW participation as Amicus Curiae.
- e. The Board members, section presidents and state public affairs chairs shall be notified when the court's decision is handed down

D. GUIDELINES FOR SECTION PARTICIPATION IN COALITION ACTIVITIES

0. Section Participation in Coalition Activities (See: Policies and Procedures: Article II, A5 and Article XV)

- . 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.
- a. Sections shall adhere to the policies adopted by the National Council of Jewish Women, Inc. concerning the spending of NCJW funds. (See NCJW, Inc. Bylaws: Article V, Section 6 and Policies and Procedures Article IV. A. 9.)
- b. NCJW identity must be maintained.
- c. The following should be reviewed before affiliation with Coalitions:
 - . Bylaws
 - i. Financial responsibility
 - ii. Techniques for action
 - iii. Procedures for publicity and advertising (e.g., letterhead)
 - iv. Procedures for clearance with affiliate organizations of the Coalition's stands or positions
 - v. Defined rules on use of NCJW name (only with written consent)
 - vi. Termination date, subject to extension

I. Criteria for Participation in Coalition Activities

- . When should a coalition be formed or when should it be joined?
 - . 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.

- i. 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.
 - ii. 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.
- a. What is a coalition?
- . It is an alliance of organizations, which join together in order to support or oppose action on an issue.
 - i. 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.
 - ii. Coalitions can: plan, monitor, evaluate, support, oppose and educate.
 - iii. Coalitions cannot: mobilize as quickly as a single organization.
 - iv. A Coalition can be formed which is:
 - Permanent and multi-faceted — an example is the Jewish Community Relations Councils (JCRC)
 - An ongoing single-issue group — an example is the Religious Coalition for Reproductive Choice (RCRC)
 - 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
- b. Why is a coalition useful?
- . Creates community exposure to the problem.
 - i. Develops broad-based support for study/ action/ service.
 - ii. Strengthens individual organization's community image as others learn about its work. NCJW shares the advantages of this type of visibility and promotion.
 - iii. Pools resources: money/labor/information/contacts.

- iv. Creates broad political base.
 - v. Creates new contacts in the community that may be useful in future endeavors.
- c. How is a coalition formed and how is it joined?
- . For a formal Coalition, written guidelines/ Bylaws should be developed which:
 - Clearly define Coalition goals, acceptable to all members who agree to join the Coalition, around a common concern.
 - Clearly define ways of work, affiliate member responsibilities, duration of Coalition and timetable for implementing action.
 - 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.
 - i. Choice of competent chair with a minimal amount of vested interest may be the key to success or failure of Coalition.
 - ii. NCJW must receive equal recognition with others in publicity releases about the Coalition.
 - iii. NCJW should have sufficient numbers of volunteers to participate in Coalitions without sacrificing its other obligations.
 - iv. NCJW's financial support of the Coalition program should be easily affordable (in many instances the amount of a contribution can be negotiated).
- d. Who are the appropriate coalition partners?
- . 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.
 - i. Agencies and organizations with substantial membership or a network of personnel to draw upon as a resource.

- ii. Agencies and organizations with which NCJW has had a previous relationship on a successful project, program, collaboration or network.
- e. Tips for success:
- . Basic philosophy for success must include:
 - Awareness of own goals as well as goals of others.
 - Non-coercive participation: free choice.
 - Open information flow: lateral and vertical communication routes.
 - Respect for differences: the right to be different, the willingness to see difference, the advantages to diversity of interest.
 - Openness to growth: offering resources and being receptive to the resources of others.
 - A chair who is able to serve interests of all affiliate members.
 - i. 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.

E. GUIDELINES FOR SECTIONS CONSIDERING CONTRIBUTIONS TO OTHER ORGANIZATIONS

0. Contributions to Organizations Other than NCJW, Inc.

- . Total contributions in excess of \$250.00 in any Fiscal Year to an organization other than NCJW, Inc. may be considered only when:
 - . 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.
 - i. All section financial obligations to NCJW, Inc. have been met. National Partnership Dues payments shall be current, and funds shall be available for fulfillment of remaining National Partnership Dues obligations.
 - ii. All other section financial obligations shall have been met including, but not limited to, support for the program and projects of the section.

- iii. The section has carefully considered increasing its support for the programs of NCJW, Inc. through contributions to National Partnership Dues and to the national projects of NCJW, Inc.
 - iv. 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.
- a. 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 and met:
- . Does the section have direct involvement in the undertaking?
 - Does the Section have a designated space on the agency Board of Directors?
 - On a major committee?
 - Do members of the section serve as trained volunteers in the project?
 - Do they provide other special services?
 - i. Is the section assured of appropriate recognition for its support?
 - ii. Does the section have a history of involvement with this undertaking?
 - iii. Is it relevant to the current section program?
 - iv. 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.
- b. 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.

F. GUIDELINES FOR SECTIONS ESTABLISHING COMMUNITY SERVICE PROJECTS

- 0. Guidelines for Establishing or Participating in a Community Service project.
 - . Sections must demonstrate that a need exists in the community.

- a. 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 National Partnership Dues.
- b. The section must be able to support the project:
 - . 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.
 - i. The section must have the financial capability to undertake the project.
- c. The project should provide NCJW visibility in the community and serve to strengthen the section as a whole.
- d. NCJW shall have equitable representation on any policy-making entity of the project.
- e. NCJW shall be mentioned in all public relations materials relevant to the project.
- f. Competent Direction:
 - . When necessary, the section must be able to secure or provide capable supervisory personnel, professional or volunteer.
 - i. The section must provide for training of volunteers.
- g. The section must evaluate the project on a regular basis.

GLOSSARY

Amicus Curiae Brief	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.
Audit	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.
Board of Directors	The elected Officers, Directors and honoraries of NCJW, Inc. Board Board of Directors. References to other boards are specified (e.g., section boards). NCJW, Inc.
Bylaws	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.
Coalition	An association of alliance with another organization around a particular issue or set of issues for combined action or advocacy.
Committee of the Board	The standing and special committees of the organization as defined in the Bylaws and policies of NCJW, Inc.
Constituent Groups	Component membership groups that are chartered by NCJW, Inc. (i.e., sections)
Director/Officer	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.
Earmarked Gifts	Individual contributions by members and supporters of NCJW, Inc., given for a specific purpose or received in response to requests for special funds (i.e., endowment, underwriting). These gifts are not credited to a section’s National Partnership Dues.
Executive Committee	A Committee of the Board, consisting of the Officers and three additional Directors elected as directed by the Bylaws, which has the power to act for the Board of Directors on issues of urgent business between regularly scheduled meetings.

Fiscal Year	The NCJW, Inc. fiscal year runs from July 1 of the current year to June 30 of the year following.
Government Relations and Advocacy Department	NCJW, Inc. staff responsible for coordinating and directing policy and advocacy efforts across the NCJW network.
Honoraries	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.
ICJW	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.
Israel Granting Program	NCJW's funding program which financially supports projects throughout Israel. Grants are allocated in two categories, or funding streams: literacy programs designated for at-risk populations – specifically women and children (Yad B' Yad: NCJW's Initiative to Nurture Knowledge) and development and empowerment programs for at-risk women (Women to Women: NCJW's Empowerment Initiative.)
Legislative Agenda	The legislative items, which are the focus of NCJW's advocacy efforts and are, supported by the Resolutions of NCJW, Inc.
Mail	Written communication, including postal mail, fax, email or any other electronic means.
Meeting	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.
Members-at-Large	Those NCJW members who are not members of, or affiliated with, any NCJW section and pay their annual dues directly to NCJW, Inc.
Mission Statement	The articulation of the organization's fundamental philosophy and values, which defines the organization's reason for

existing; interchangeable with the “Purpose” as described in Bylaws Article II.

NCJW, Inc.

The National Council of Jewish Women, a corporation organized in 1893 with headquarters in Washington, D.C. Generally refers to the organization as a whole; the national organization.

National Voting Meeting

A triennial national voting meeting at which the official business of the organization is conducted with delegates elected according to the formula in the Bylaws. Delegates vote on proposed changes to the Bylaws and Resolutions. In addition, the election of national Officers and Directors for the triennial period is held. Other voting meetings may be called as necessary.

National Partnership Dues

A section’s financial obligation to NCJW, Inc.

National Resolutions

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, philanthropy and community service activities. The resolutions are updated and adopted by the delegates in NCJW’s National Voting Meeting.

Policies and Procedures

The standing rules of NCJW, Inc. that 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.

President, Vice-President, Treasurer, Assistant Treasurer, Secretary

References the Officers of NCJW, Inc. NCJW section Officers are identified as section president, section vice-president, etc.

Principles

The fundamental beliefs of NCJW which are basic to and inherent in all specific National Resolutions.

Priorities

The organization’s primary broad topics of concern as determined by the delegate body at a National Voting Meeting. NCJW endorses and resolves to work for specific Resolutions, which relate directly to these organizational priorities.

Purpose

The articulation of the organization’s fundamental philosophy and values, which defines the organization’s reason for

existing; interchangeable with “Mission” or “Mission Statement.”

Referendum

Vote taken by postal mail or electronic means (ie. Internet) rather than at Board meetings or national meetings.

Section Advisory Council

Group of section leaders who serve as advisors to the NCJW, Inc. Board of Directors on issues that impact sections.

State Policy Advocacy (SPA) Network

The volunteer entity of NCJW, Inc., which unites all the SPA’s appointed by the NCJW president to direct public policy activities within their respective states.

The Notification

The mailing announcing an organizational meeting; includes registration information.

Triennium

A time period of three years. This refers to the three-year term of office for which NCJW, Inc. Directors and Officers are elected to serve.

Unincorporated Constituent Group

Membership groups, consisting of Members-at-Large, developed through special agreement with NCJW, Inc., which operate under NCJW’ 501(c)(3) status rather than being separately incorporated, as are sections. These groups conform to NCJW’s values, Mission and programming/projects but do not have the range of activities and responsibilities, or the independence of an NCJW section.

