



PHI BETA DELTA
OFFICERS' MANUAL

September
2006

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PREFACE

This revised manual is a valuable aid to the officers, board members, local chair, and the Executive Office staff of Phi Beta Delta in carrying out their various roles and responsibilities more effectively. It is an excellent resource and should be referred to often by those charged with conducting the business of the Society. Other good resources for officers include the bylaws, the Society's Web page (<http://www.phibetadelta.org>) and the Chapter Manual. In addition, three listservs have been set up for better communication among board members (PBD 1); for regional vice presidents to communicate with chapter coordinators (PBD 2); and for the Executive Office to communicate with the entire membership (PBD 3).

Phi Beta Delta is an organization that relies heavily on the active involvement and dedicated leadership of its members. This manual assists those involved in the governance of the Society. It is the result of several years of practice and combined efforts. Headquarters extends its continued thanks to Jack Ferstel of the University of Louisiana at Lafayette, Vice-President (2003-2004), for undertaking the important task of developing the first Officers Manual in 2003.

**Yvonne Captain
Executive Director**

PRESIDENT

JOB DUTIES AS SPECIFIED IN BYLAWS:

- 3.1.1** Shall perform those duties that usually pertain to the office of the President.
- 3.1.2** Shall supervise the activities of the Society.
- 3.1.3** Shall appoint members of standing, special and ad hoc committees.
- 3.1.4** Shall appoint officers to those offices listed in, and according to the provisions of Article V, Section 1.8.
- 3.1.5** Shall serve as an ex-officio member of all committees, with the exception of the nominations and Elections Committee

REGULAR ACTIVITIES BY TIMELINE

Ongoing: Work closely with the Executive Director in developing agenda for Society Business Meetings and Board of Director Meetings and preside at these meetings. Review Society committees and appoint members as needed. Speak on behalf of the Society at the Annual Conference, and all other possible opportunities. Contact monthly, or as often as needed, Executive Director for update on society issues to assist as possible. Throughout year visit nearby chapters, as time permits.

Annual Conference (incoming): Attend annual conference (as chair of conference). Accept election to President at spring board meeting. Confer with Executive Director about immediate issues, when and how often contact will be made by telephone. Establish with Board the time and location for fall board meeting depending on following year's annual conference location.

Spring- Post Conference: Ensure that the curriculum vitae for all board members are current and available for posting to the secure board area of the web site.

Summer/Fall: Start planning fall board meeting and make arrangements, create agenda with Executive Director. Begin soliciting board member commitments to the Society's endowment, reminding board members of the end-of-the calendar year deadline by which all board members must meet their commitments.

July 15 (or when established): Meet deadline for President's message in newsletter.

October 15: Create agenda for Fall Board meeting with Executive Director.

November: Preside over Fall Board meeting, or in lieu of fall board meeting, preside over teleconferencing meetings as often as they are needed.

Early Spring - at least one month before Annual Conference: Begin conferring with Executive Director to establish agenda for spring board meeting.

Annual Conference (outgoing): Preside at spring board meeting and Society business meeting. Present report to board on your year as president. Prepare separate, less detailed report for entire membership at the Annual Business Meeting.
Turn over gavel to President-elect at the end of the final spring board meeting.

BEST PRACTICES

Provide leadership for using the Society By-Laws and for any needed revisions.
Represent the Society with new and established chapters as much as possible.
Serve as an active resource person for the President -Elect as that person plans for the Annual Conference. Do all possible to welcome and orient new board members and be sure that outgoing ones are recognized for their contributions. Make sure that new board members have a copy of the Officers' Manual. Establish a corps of Phi Beta Delta members on your campus who are willing and able to assist in arrangements that you must make. Have a good assistant and a secretary to help handle correspondence and keep you on target. When possible, take a sabbatical for the year so you can devote the time to Phi Beta Delta that you would like to. This is not possible for most of us. Plan ahead and clear your calendar of other time-demanding activities in other groups so you can have the luxury of enjoying your year as president. Inform your President and Provost of your office as President of a national organization and ask for their support when you need it--psychological and actual. Include them in local Phi Beta Delta activities so they realize what you are doing and how it represents your university.

GUIDING PRINCIPLES

Maintain a close working relationship with the Executive Director as well as other officers. Assisting the Executive Director as much as possible is an important principle. She currently shoulders a major responsibility of running the Society and deserves the support of the President and the Board. It is important to lend support and encouragement to members of the Board of Directors. Listening and creating consensus are important principles to follow. And, finally, representing the society at meetings within and outside the academy so that Phi Beta Delta becomes well known is especially useful.

PAST PRESIDENT

JOB DUTIES AS SPECIFIED IN BYLAWS:

3.2 Past President shall perform such duties as are assigned by the President with the approval of the Board and shall serve as chair of the Nominations and Elections Committee.

REGULAR ACTIVITIES BY TIMELINE:

Annual Conference (incoming): Begin informal dialogue with Nominations and Elections Committee in an effort to identify possible candidates for the positions of Vice-President Elect

and President Elect. When the need arises, the Past President shall work to identify candidates for other elected members of the Board as well.

Early Fall: Begin soliciting names, along with appropriate biographical and resume materials for candidates. Distribute materials to all members of the Nominating Committee and conduct discussions accordingly.

Late Fall: Narrow the list of candidates for the various positions. Request from the candidates any other information that may be necessary in order to render final decisions. Continue dialogue with Nominating Committee.

Early Spring: Have Nominating Committee make a final decision regarding candidates.

Annual Conference (outgoing): Present Nominees to the Board.

BEST PRACTICES:

Establish an e-mail list for all Nominating Committee members, including ex-officio members. Entertain suggestions from a wide spectrum of Phi Beta Delta membership, including those who do not serve on the Board but who have knowledge and/or experience in the related areas.

GUIDING PRINCIPLES:

The Past President should stand ready to provide any suggestions and comments that stem from experiences not previously held by the President-Elect and President. The Past President shall maintain close contact with the Executive Director.

PRESIDENT-ELECT

JOB DUTIES AS SPECIFIED IN BYLAWS:

The primary responsibility of the President-Elect of Phi Beta Delta is to coordinate and implement plans for the academic/paper sessions at the annual international conferences.

- 3.3.1 Shall perform such duties as are assigned by the President with the approval of the Board.**
- 3.3.2 Shall preside at meetings of the Board or Conferences in the absence of the President.**
- 3.3.3 Shall succeed to the Presidency in the event of a vacancy in the position of President until the close of the next annual Conference.**

REGULAR ACTIVITIES BY TIMELINE:

Conference Preparation

April (or at least 1 year before conference): In conjunction with entire Board, plan strategically an overall theme and title for the Conference as well as the deadline for submission of abstracts. Begin planning the international conference with the cooperation of the local committee which handles the logistical arrangements for hotels, meals, and so on. Work in conjunction with the President; the Executive Director; and the local arrangements committee chair. Form other committees as necessary for the review of abstracts, exhibitor communications, local arrangements, etc. Begin working out the details of the budget associated with the conference.

July/September (or at least 7-9 months before): Work with Executive Director to develop registration information to publicize Annual Conference. Place a "Call for Papers" proposal (with abstract) on PBD web site. If appropriate, send "Call for Papers" to journals of appropriate organizations and to key individuals and institutions, such as the Council for International Programs, directors of international affairs programs. Arrange plenary programs, awards banquet and business meeting in collaboration with the board and Executive Director and local arrangements chair. Plan a call for a book display in the newsletter as well as in the "News of the Society" from the Executive Director's office. After receiving book display information, contact the respective publishers to request copies of books.

November (5 months before): Create a program schedule with appropriate session topics. Accept papers and seminar ideas from members and establish a committee to evaluate the submissions. Distribute registration forms and other pertinent information for the Conference with Executive Director.

January (3 months ahead): Notify abstract submitter of acceptance or rejection. Appoint session chairs/discussants to serve as coordinators of the sessions to keep them on time and give as many people as possible a chance to contribute. Set up an e-mail list for presenters and chairs. Send all contact information (e-mail, fax number, telephone number and address) to Executive Director.

February (2 months ahead): Query presenters for AV needs, copy to Local Chair for sessions. Prepare an evaluation questionnaire on the Conference for all participants prior to end of conference.

At conference: Work with Local Chair to set up book display during conference. Thank conference attendees and participants publicly at the Annual Conference for attending and contributing to Phi Beta Delta. Encourage attendance and participation at next year's conference. Preside over final Board meeting at the Conference as new President. Provide immediate post-conference feedback during the final Board.

1 month after: Thank paper contributors, speakers and all persons who helped you (your secretary, the Executive Director's secretary, local chair, etc.).

BEST PRACTICES

Listen to the board since you are usually new to the Board and need their advice and counsel to create a successful Conference. Establish criteria by which a committee can make decisions regarding the selection of abstracts. (Most decisions will entail the acceptance or rejection of a paper. A few decisions will entail constructive suggestions for resubmitting the abstract.) Once conference participants have been selected, place them on an e-mail list for quick communication. (Some examples of the need for rapid response include, reminders about deadlines, information on technical equipment needed for presentations, logistical concerns, and last-minute changes.)

GUIDING PRINCIPLES

Work ahead--many details come up for which one is not prepared. Be flexible--things change with even the best laid plans. Work closely with the Executive Director and local chair.

VICE-PRESIDENT

JOB DUTIES AS SPECIFIED IN BYLAWS:

- 2.4.1 At the close of the Annual Conference, the Vice-President Elect from the preceding year shall assume the office of Vice President.**
- 3.4.1 Shall be informed by Regional Vice-Presidents about all active chapters in the area of policy, program and communication.**
- 3.4.2 Shall coordinate the activities of the Regional Vice-Presidents, including regular communications with Regional Vice-Presidents concerning chapter issues, programs and policies.**
- 3.4.3 Shall communicate with the president concerning chapter and regional issues.**
- 3.4.4 Shall communicate regularly with the Vice-President -Elect concerning new chapters, and chapter founding meetings.**
- 3.4.5 Shall communicate regularly with the Executive Office concerning Chapter issues, management and policy.**
- 3.4.6 Shall chair the Admissions Advisory Committee**
- 3.4.7 Shall work closely with Board members responsible for collection of membership data, compliance with bylaws, implementation of the scholarship program, and planning of the Annual Conference.**
- 3.4.8 Shall be responsible for training of newly elected Regional Vice Presidents.**
- 3.4.9 Shall perform other duties and assignments as arranged in consultation with the President.**

REGULAR ACTIVITIES BY TIMELINE

Annual Conference: Conduct a training session for all Regional Vice Presidents, including current and new Regional Vice Presidents. Report to the Board of chapter issues, progress, and their status, with recommendations for future actions.

September: Communicate with each Regional Vice President, encouraging them to connect with the chapters in their regions so they can update the Board on chapter activities. Remind all chapters of the national awards competition.

November: Conduct a planning session at the semi-annual Board meeting with the Regional Vice Presidents that includes the President, the past Vice President and Vice President Elect, and the Executive Director. When there is no semi-annual Board meeting, conduct a round of "virtual" meetings, via email, teleconferencing and other methods. Remind them of the national awards competition.

January: Request the Regional Vice-Presidents to prepare a report on each chapter (including inactive chapters) to present to the Board at the Annual Conference. Provide regional vice-presidents with a report template that presents a more-or-less standardized reporting system to be presented to the entire board.

BEST PRACTICES

Set up an e-mail address alias list for all Regional Vice Presidents, the President and Executive Director for quick communication to all of them. Encourage all Regional Vice-Presidents to do the same for all chapters in their region. For those chapters who choose not to have regular activities, assure them that it is permissible to remain an Honor Society, with recognition as the sole reason for existence. Encourage all Regional Vice Presidents to visit their chapters when possible, and to look up their members and officers at professional meetings (such as NAFSA). Set up PBD meetings with communication, respect their wishes. Some chapters may not want such direct and constant contact, and you should respect their wishes. Request only one update per year.

GUIDING PRINCIPLES

The local chapters are the backbone of PBD and must remain a major focus of the Society. Once a member, always a member, whether or not dues are paid. Chapters from abroad need special encouragement, through the local chapters; however, the Board should play a role as well, especially the Regional Vice Presidents. Local chapters need to be encouraged to use the honorary membership to foster their international outreach: e.g., elected government officials, trustees, country missions from abroad.

PAST VICE-PRESIDENT

JOB DUTIES AS SPECIFIED IN BYLAWS:

- 3.5.1 Shall be responsible for the Chapter Management Workshop at the Annual Conference.**
- 3.5.2 Shall perform other duties as are assigned by the President and Vice President, with the approval of the Board**

REGULAR ACTIVITIES BY TIMELINE:

Annual Conference (from previous year): Collect evaluations from Management Workshop and analyze them for useful direction in revising format for next year's Workshop.

January: E-mail regional vice-presidents for feedback and suggestions for upcoming Management Workshop. Begin developing format for Workshop.

March (or one month before Annual Conference): E-mail assignments for Chapter Management Workshop to regional vice-presidents.

BEST PRACTICES: Studying the evaluations from the previous year's Workshop is the best approach to keeping the next Workshop fresh and relevant to its participants. Include long-range and short-range goals in your workshop. Include practical topics (such as how to create letterhead, web-site access, etc.) as well as more weighty topics (such as maintaining a vibrant, active chapter). The new board focus on financial development should also be a focus at the Chapter Management Workshop.

GUIDING PRINCIPLES: Three hours is probably an ideal format for an effective Workshop Session.

VICE-PRESIDENT-ELECT

JOB DUTIES AS SPECIFIED IN BYLAWS:

- 2.6.2 A newly elected Vice President-Elect shall take office at the close of the Conference and shall serve until the close of the next annual Conference.**
- 3.6.1 Shall work with the President-Elect on the program and logistics for the annual Conference;**

- 3.6.2 Shall communicate regularly with the Vice President, Regional Vice Presidents, and Presidents concerning policy, management, and organizing procedures and programs;**
- 3.6.3 Shall promote the establishment of and serve as a resource to chapters outside of US;**
- 3.6.4 Shall serve on the Admissions Advisory Committee.**

REGULAR ACTIVITIES BY TIMELINE

Annual Conference: Meet with outgoing Vice-President Elect to review duties and responsibilities.

Monthly: Maintain communication with President-Elect and Local Arrangements Chair on issues and tasks pertaining to the upcoming Annual Conference. Initiate and perform tasks as needed. Maintain communication with Vice President to keep current on prospective chapters outside the U.S.

As Needed: Maintain ongoing communication with prospective chapters outside the U.S. Provide assistance on chapter development planning.

November: Attend Fall Board of Directors Meeting and report on activities regarding conference planning and prospective chapters outside the U.S.

April: Attend Annual Conference and report on prospective chapters outside the U.S. Meet with incoming Vice-President Elect to explain duties and responsibilities.

BEST PRACTICES

Maintain positive attitude. Communicate frequently enough to keep you and others informed and rarely enough to keep you and your colleagues from burning out.

GUIDING PRINCIPLES

To be truly international our society must expand the number of chapters outside the U.S. These chapters need special encouragement and assistance.

REGIONAL VICE-PRESIDENT

JOB DUTIES AS SPECIFIED IN BYLAWS:

3.7 Regional Vice Presidents

- 3.7.1 Shall assume responsibility for liaison between the Executive Office and the chapters in their respective regions.**

- 3.7.2 Shall investigate and assist institutions seeking to found chapters within their respective regions.**
- 3.7.3 Shall promote the establishment of new chapters in their respective regions.**
- 3.7.4 Shall, when feasible, attend and represent the Board at the installation of new chapters approved for the respective regions.**
- 3.7.5 Shall encourage development of existing chapters and send chapter information to the Society's newsletter.**

REGULAR ACTIVITIES BY TIMELINE

Ongoing: Maintain current name, address, telephone and fax numbers, e-mail address for all chapter coordinators in region. Send encouraging letters to individuals at institutions in the region working toward chapter status. These are persons who have previously contacted the executive office for information about the society or about founding a chapter. The regional vice-president receives information about these inquiries from the executive office. Send letter of congratulations, along with an offer of assistance in organizing a founding meeting, to the chapter coordinator of newly chartered chapters in region. Notices of newly chartered chapters are provided by the executive office. Vote (usually by mail) on the suitability of each institution that has submitted a petition for establishing a new chapter. Summaries of these petitions are provided by the executive office.

October: Survey each chapter for numbers, activities, special programs, and other recent information and then summarize the results into a report to be presented at the Board of Director meetings both in the fall and at the annual conference. Encourage all chapters to make nominations for the faculty, student, and staff national awards.

Fall: Begin promoting the submission of papers for presentation at the Annual Conference in the Spring and encourage attendance at the Annual Conference.(Continue this activity through Winter).

October/November: Survey each chapter for numbers, activities, special programs, and other recent information and then summarize the results into a report to be presented at the Board of Director meetings in November.

November: Attend semi-annual Board of Directors meeting.

December: Solicit faculty or staff member in the Society from your region to serve as a judge on the national awards committee. Forward name and contact information to Director of Awards.

January/February: Solicit nominations for "Best Chapter in the Region Award" and select one chapter. Forward name of winning chapter to Executive Office and inform winning chapter that they will be honored at the Annual Conference.

February: Survey each chapter for numbers, activities, special programs, and other recent information and then summarize the results into a report to be presented at the Board of Director

meetings at the annual conference in March or April. If next Annual Conference is your last meeting as a Board member, solicit a chapter coordinator or officer from your region to succeed you as Regional Vice-President, and work with the Senior International Vice President to present your candidate to the board. Provide the curriculum vitae of the candidate and other pertinent data to the Vice President.

March or April: Attend annual Conference, including semi-annual Board of Directors meetings. Participate in conducting chapter management workshop under direction of the Past National Vice-President (??). Present a written report of your communications with the Regional Vice Presidents as well as an analysis/overview of their combined reports.

May/June: Collect news from region for fall newsletter and encourage chapters to send news and photos directly to the Editor by July 15th.

BEST PRACTICES

Establish a group alias for all of your region's chapter coordinators on your e-mail system so that you can quickly send out announcements to all chapters in your region. Set up an e-mail discussion list of all chapter coordinators in region. Keep names and addresses of chapter coordinators and presidents on disc so changes can be easily made. Try to set aside a certain time each month for Phi Beta Delta business. Use all means of communication possible, including email, telephone, fax, and personal visits (when possible), to provide assistance and advice to individual chapters.

GUIDING PRINCIPLES

The most important responsibility of the regional vice-president is to keep in contact with the chapter coordinator. Contacting moribund chapters may not always produce results and often can create ill-will. Most new regional Vice-Presidents discover that their own local chapters are not so different from others in the region; all need active, personally committed leaders in order for the chapter to make a mark on its campus. The same general concept holds for a regional Vice-President: it requires commitment, not necessarily vast experience on the chapter level, to be effective. On the practical side, regional Vice-Presidents will often find that it is difficult to obtain news from local chapters and this is due, in part, to the fact that local chapter coordinators think that all other chapters are more active than their own. In many cases, this may not be true, so coordinators need to be informed by the VP that there is no standard of activity below which a chapter is allowed to fall; each chapter has its own life, its own leadership and its own agenda. These may change from time to time, making the chapter more or less active. Do not expect "activities" from every chapter; let the annual induction be sufficient for some chapters. Promote co-sponsorship of activities with other offices and organizations on campus. As one veteran regional V-P has noted, "'busy-ness' is not the focus of PBD." Commitment to the Society's principles is the focus -- promoting campus wide internationalization through all means available, not just through a PBD chapter.

DIRECTOR OF PUBLICATIONS/ EDITOR, INTERNATIONAL REVIEW

JOB DUTIES AS SPECIFIED IN BYLAWS:

3.91 Shall oversee publications of the Society as Directed by the Board.

3.92 Shall forward material of historical interest to the Society Historian/Archivist.

REGULAR ACTIVITIES BY TIMELINE

Ongoing: Coordinate the work of the Editorial Board, sending them manuscripts, reviewing their recommendations. Make final publication decision, notify authors of decisions; summarize and communicate editorial board's comments to authors. As needed, request revisions from authors. Work with them to revise manuscripts; as needed solicit comments on revised manuscripts from editorial board. Consult with Newsletter editor and Website editor as needed. Reports to membership in newsletter. Keep track of expenses and submit reimbursement requests to Executive Office approximately twice a year.

Ongoing (and especially after Annual Conference and in late Fall): Solicit, receive, and review manuscripts correspond with authors, and answer inquiries Consult with Executive Director as needed.

November: Report to Executive Board at semi-annual Board meeting and make recommendations as needed.

Late Fall through February: Work with Book Review Editor, completing final preparation of reviews for publication.

December through February: Copy-edit manuscripts.

January through March: Supervise layout editor, review and edit copy, review final camera-ready copy and forward it to Executive Director for printing and distribution.

March/April (during Spring board meeting): Report to Executive Board at semi-annual Board meeting and make recommendations as needed. Provide a written report to the Board and to the Society as a whole on the year's activities related to publications.

BEST PRACTICES

Establish an editorial board that responds in a timely manner to requests to review manuscripts, that represents a range of disciplines and views, and that provides nuanced comments and recommendations. Actively solicit manuscripts from a variety of sources; publish manuscript

solicitations in a variety of sources to both yield quality manuscripts and promote the visibility of Phi Beta Delta and the International Review. Hire a layout editor who can work efficiently and who has excellent layout/computer skills. Respond to inquiries, submissions and board recommendations as they come in rather than "stockpiling" them.

GUIDING PRINCIPLES

It is essential to maintain a flexible and adaptable manner in working with different authors as their needs may require. The Director should resist being too judgmental, recognizing that some writers will be submitting their first manuscripts while others will be seasoned authors. Furthermore, the Director should be active in making policy and procedural recommendations to improve the quality of the journal as well as the efficiency and feasibility of its production. This involves soliciting input and support in decision-making from a variety of people, including the Editorial Board, the Executive Director, and the Board of Directors. Ultimately, the Director must be pragmatic in terms of what the journal can and cannot do as well as whom it can and cannot serve. At the same time the Director must be forward thinking.

EDITOR, THE MEDALLION NEWSLETTER

JOB DUTIES AS SPECIFIED IN BYLAWS

BY-LAWS do not make reference to the Editor's position. Reference is made to the Director of Publications (see 3.9 of the by-laws).

REGULAR ACTIVITIES BY TIMELINE

July 15th Deadline: Articles, news, and other informational materials are due from chapters and officers.

Early or Mid-Fall: Annual issue is published.

Ongoing: Solicit, organize, coordinate, edit, and otherwise handle all textual materials as well as to write copy. In these activities, the Editor works closely with a print designer. The Editor is responsible to the Executive Director and to the Director of Publications. Publication of the *MEDALLION* is done in or near the home of the Society's executive office.

BEST PRACTICES

It is essential that informational materials for the *MEDALLION* are received by the Editor by the July 15th deadline to ensure Fall publication. This process necessitates close contact between the Editor and the board members, particularly, the Regional Vice-Presidents. The Editor invites Board members and chapter coordinators to send articles, news, etc. for the *MEDALLION*. Yet any bona fide PBD member can send material. Acceptance of the information is contingent upon the discretion of the Editor. The Regional Vice-Presidents assist the Editor in contacting chapter coordinators and appropriate personnel to send materials to the Editor. Both the editor and Board

members act as partners in adhering to the above guidelines in focusing on the July 15th deadline.

GUIDING PRINCIPLES

The MEDALLION is user-friendly and adheres to ethical principles in conveying the news in a non-partisan, objective manner. That is to say that freedom of thought and language is maintained in a non-offensive, non-derogatory manner. Consequently, *The MEDALLION* should not be a newsletter of any particular constituent group of the Society but rather should appeal to all of its members. *The MEDALLION* should be a living, dynamic PBD publication in maintaining a "fresh outlook", serving as a repository of ideas, and displaying a colorful format.

HISTORIAN/ARCHIVIST

JOB DUTIES AS SPECIFIED IN BYLAWS:

3.10 Maintain historical and archival materials relating to and of interest to the Society, and shall perform other related duties as assigned by the President.

REGULAR ACTIVITIES BY TIMELINE

Ongoing: Perform other duties and tasks as requested by the President or Board.

November: Record minutes and proceedings of all Board meetings at their usual semi-annual session.

December: Prepare final copy of minutes and proceedings from semi-annual session and submit to the Executive Office for distribution

December/January: Prepare a listing of action items from motions passed at each Board meeting and post on the PBD Board listserv discussion list. The listing should include: a) Action; b) Person or persons responsible for initiating the action; c) Time-frame for taking action or completing task.

March/April (during spring board meeting): Record minutes and proceedings of Board meetings at Annual Conference. Record minutes and proceedings of the Annual Membership Meeting held at the Annual Conference. Prepare written report for the board and for the entire membership related to the historian's/archivists' activities for the entire year.

May: Prepare final copy of minutes and proceedings and submit to the Executive Office for distribution. Prepare and submit final copy of minutes of the Annual membership Meeting and submit to the Executive Office.

Monthly (or as often as teleconferencing meetings take place): Prepare final copy of each teleconferencing minutes and submit to Board for discussion and approval.

May/June: Prepare a listing of action items from motions passed at each Board meeting and post on the PBD Board listserv discussion list The listing should include: a) Action; b) Person or persons responsible for initiating the action; c) Time-frame for taking action or completing task.

BEST PRACTICES

1. Have plenty of paper and a good writing instrument or a laptop computer.
2. Read back all action items for accuracy of the minutes. Include in each action item the person/persons responsible for the action and a general or specific time-frame for initiating or completing the action.
3. Develop a minute-taking style that fits you and be consistent with it from meeting to meeting.
4. Prepare draft of minutes as soon as possible following meetings in order to maximize accuracy and capture the spirit of the proceedings
5. Use editorial license where such will help in clarifying spirit of the proceedings. The exception to this is action items which are to exact.
6. Submit a draft to the Executive Director and President for critiquing prior to final copy.
7. Carry copies of past minutes & by-laws to Board meetings for reference purposes.
8. Develop the written history of the Society as a living document that heralds the various activities and events of Phi Beta Delta.
9. Submit a draft of the history to the Executive Director and President before presenting it to the Society.

GUIDING PRINCIPLES

Utilize the practice of careful listening for what is being said or what is intended and refrain from being so deeply involved in the discussion to the point of losing the ability to hear and record what is being said. When writing on historical events of the Society, avail yourself of the expertise and lived experiences of Phi Beta Delta members who have institutional memory of the Society. Incorporate photos, induction programs, videos, and any other media that help to document the Society's history.

DIRECTOR OF AWARDS

JOB DUTIES AS SPECIFIED IN BYLAWS:

3.13.1 Shall chair the Fellowship, Scholarships and Awards Committee

3.13.2 Shall supervise work pertaining to the administration of the fellowships and scholarships.

3.13.3 Shall prepare an annual detailed account of the work of the Fellowship, Scholarships, and Awards Committee.

REGULAR ACTIVITIES BY TIMELINE

March/April (at the post-Conference Board Meeting): Obtain approval from the Board for the call for award nominations and cover form.

April: Provide call for nominations and cover form to Editor of the Medallion for publication.

May: Provide call for nominations and cover form to Executive Director so that it can be included in the Phi Beta Delta News mailing to all Chapter Coordinators.

August: Provide reminder call for nominations and cover form to Executive Director so that it can be included in the Phi Beta Delta News mailing to all Chapter Coordinators.

Early fall: Contact Regional Vice Presidents for nominees to serve as judges on the Awards Committee.

November: Contact Awards Committee nominees to confirm their willingness to serve. Provide specific instructions to the Awards Committee in preparation of the task before them.

December: Send acknowledgment letter to all nominators of award candidates. Prepare and copy packets of nomination materials send to Awards Committee members.

January: Integrate the results of the rankings of the award nominees by the Awards Committee to determine the recipients. Inform the President and Executive Director of the results. Contact award winners as directed by the President and Executive Director.

Late January: Inform nominators of the outcome of the award determination process.

March: Arrange with Executive Director to send certificates of "Honorable Mention" to all non-winners in the student categories. Send letters to non-winners in Faculty and Staff categories informing them of their status.. Introduce Award winners at the Annual Conference. Provide a written report/analysis to the board and to the entire Society of the awards process and results from start to finish.

BEST PRACTICES

It is best to be flexible with deadline for nominations. Use of a ranking form is recommended for the judging by the Awards Committee. Finally, the Director should be as accessible as possible to those making the nominations.

GUIDING PRINCIPLES

The Director should always try to encourage as many nominations as possible to ensure the high caliber of the Award recipients. Everything else being equal, the Director should try to as broad a representation as possible across the Phi Beta Delta spectrum--by region, discipline, or any other category of Society status. Finally, all student nominees should be recognized in some fashion.

DIRECTOR OF DEVELOPMENT

JOB DUTIES AS SPECIFIED IN BYLAWS:

Article V Section 3.12 Director of Development shall assist the officers in matters relating to development of the Society, and shall perform other duties as assigned by the President, depending on the availability of funds and board input.

REGULAR ACTIVITIES BY TIMELINE:

Ongoing: The Director of Development is the primary representative of the Society in matters related to development and is responsible for the overall management of Phi Beta Delta's fundraising initiatives, including the implementation of long-term and short-term fundraising strategies. These may include: spearheading growth in individual giving, corporate philanthropy, government and foundation grants, and campaigns for gifts. When appropriate, assist the Executive Director with grant proposals. Assist the Executive Director and President with development on the availability of funds and board input.

Spring (one month before the Board Meeting): Prepare report for board, listing accomplishments and future goals.

Annual Conference: Depending on the availability of funds and board input: a training course entitled "Workshop on International Grants and Proposal Writing" (possibly spread out over two days of the conference).

BEST PRACTICES (based on best practices at other organizations)

Depending on the availability of funds and board input: Develop a Fund Raising & Marketing plan. Develop tailored cultivation and solicitation strategies for a portfolio of major prospects and donors; create and present compelling written and oral proposals; develop and implement a planned giving program; solicit planned gifts and coordinates fulfillment of planned gifts. Develop and maintain a database management system to track and cultivate all donor prospects. Stay abreast with the most current trends in fund raising and marketing. When possible, organize/conduct fund raising events necessary to meet the development goals that you set. Prepare donor fundraising materials: brochures, general, targeted and personalized solicitation

letters, letters and packet materials as needed. Through the Society's newsletter and website, educate the Society membership by providing regular tips on how to boost development for individual chapters.

GUIDING PRINCIPLES

The Director of Development is both a leader and a part of a team. He should ensure compliance with all relevant regulations and laws, maintain accountability standards to donors and ensure compliance with the code of ethical principles and standards of professional conduct for fundraising executives.

WEB EDITOR

JOB DUTIES AS SPECIFIED IN BYLAWS: Not specified in Bylaws.

REGULAR ACTIVITIES BY TIMELINE

Ongoing: Continuously update information as it develops, such as changes in chapter contact information, conference planning and programming, awards, publications, Society news, etc. Be responsive to new directions and needs identified by the Executive Board as being newsworthy within or outside the chapter membership.

November and March/April: When practical and financially expedient, attend semi-annual Board meetings and report on new developments concerning the Society's Web site. Provide written report to Board and to Society of web activities for the past year.

BEST PRACTICES

Stay on top of requests or needs for posting new or updated materials. Don't wait to post it or else it will become overwhelming

GUIDING PRINCIPLES

An organization is only as good as the people running it and the information they are working with. The Society's Web site provides an effective vehicle for disseminating useful information to its members and officers as well as to those interested in developing new chapters.

LOCAL HOST FOR ANNUAL CONFERENCE

The LOCAL HOST is not an elected officer of the Society, but rather the key contact person representing the chapter or the region that will be hosting the Annual Conference. Therefore, the information contained below is solely based on the advice and experience of recent local hosts.

REGULAR ACTIVITIES BY TIMELINE:

18-24 months before the Conference: Research and secure information about local lodging facilities in the area for the purpose of selecting the conference hotel. Begin compiling a list of local attractions and venues that might serve as side trips or entertainment at the Annual Conference.

12-18 months before the Conference: Select Conference hotel and work with hotel contact on plans for meals, coffee breaks, etc. in the facility. Discuss budget with Executive Director and start developing figures for expenses. Begin selection of publicity materials for region. Begin to identify local vendors who might wish to contract exhibit space during the annual conference. Share this potential list of exhibitors with the Executive Director and the President-Elect who will add these local vendors to the permanent list of exhibitors that they have compiled.

12 months before the Conference: 8-10 months before the Conference: If applicable, make local arrangements for November Board meeting in area, including lodging, meals, sampling of local attractions, etc.

September: Work with Web Editor and program chair (President-Elect) to put up basic conference information and a call for papers on the Web site.

September/October: Work with President-Elect in making local arrangements for workshop, sessions, programs, and awards banquet at Conference.

November: Check all arrangements a couple of weeks before Board Meeting. Meet with Board to go over local arrangements and serve as host/chauffeur for Board's side trips.

January: Work with Web Editor and Program Chair (President-Elect) to post on the Web site more detailed information on venue, facilities, local attractions, registration procedures, and program description. February/March/April: Work with Program Chair and executive office to track registrants, housing requests, equipment needs, session schedules, and meeting rooms. Work with hotel to finalize numbers for accommodations, meeting room setups, equipment, meals, etc.

BEST PRACTICES

Early in the planning stages consult a book like Catherine Price's *AMA GUIDE TO EVENTS PLANNING*. Seek ways to showcase the uniqueness of your region--either through a group excursion or through a panel discussion. Some examples are: in Mexico, visit to ancient ruins; in Washington, D.C. tour of an embassy; in Long Beach, a panel discussion of the Southeast Asian presence in the area. As much as possible, involve your chapter and other local chapters in all aspects of the planning and implementation of the conference--from the selection of abstracts to be presented, to the presiding over panels, etc. Once conference is underway, be alert to any possible "glitches" or last minute changes. (Examples of these are: equipment failure, overcrowding in rooms, and delay in arrival of beverages.)

GUIDING PRINCIPLES

Work ahead--many details come up for which one is not prepared. Be flexible--things change with even the best laid plans. Work closely with the Executive Director and Program Chair.