



NIKE The official publication of New York State Women, Inc.

VOL. 71 ■ ISSUE 4 ■ MAY/JUNE 2022

NEW YORK STATE
women, INC.

Our Mission

To connect and build women personally, professionally, and politically.

Our Vision

To empower women to use their voices to create positive change.

THE CONFERENCE ISSUE



Dated Material – Deliver Promptly

Are YOU a member of NYS Women, Inc. yet?
Time to check us out at nyswomeninc.org

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Board service benefits you AND board.....page 14

How to be a great board member.....page 15

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#WOMENHELPINGWOMEN

NYS Women, Inc. – The State of the State



Two years have gone by so fast, and we have accomplished so much.

-Jacquie Shellman
NYS Women, Inc. President, 2021/2022

This is a bittersweet message for me to write to you, our loyal members who are so important in keeping this organization alive and relevant: This will be my last president's message. Two years have gone by so fast, and we've accomplished so much. As president my goals were to: live and model our mission and vision; increase our visibility and relevancy; increase and retain membership; work through a strategic plan by having action plans developed that are doable; hold responsible players accountable; and attend as many chapter and region events as possible, either on-site or by Zoom.

Through you my president themes came alive and were a success: Clear Vision, Clear Leadership and Empowering One Woman at a Time So She Can Reach Her Star. Thank you.

When we started the year 2021, we had 308 active members, as of this writing we have 348. This is phenomenal since chapters are still meeting virtually and many of your historical on-site activities have either been postponed or you had them via Zoom. Congratulations to those 11 chapters that have grown – 55 new members since July 1, 2021.

As part of our strategic plan, standing committee chairs presented how they would fulfill the plan. Recordings are on our website. President-Elect Janet Cary set up Zoom meetings with region directors and assistant region directors so the cooperation among them would grow. Through efforts of our treasurer, Patti Pollock, we have maintained our solvency; she's kept her eye on the bottom line to ensure we are good stewards of your dues. Thanks to Ala Ladd for the Motivation Monday "podcasts" on Facebook to get us going each month. We miss our elected secretary, Mary Stelley, but are pleased with Denise Murphy, our appointed interim. Thank you all for your contributions!

I have been able to visit numerous local chapters either virtually or in person. This is one of the most satisfying experiences as president. Thank you for all of the courtesies you have extended.

There is still much to do to. Keep your eyes on our strategic plan to find more ways to grow and be relevant. Unfortunately, we lost three chapters: Southern Finger

Lakes membership merged with Yates County Women; Lakeshore Chapter and Town and Country disbanded. Every organization goes through its difficulties. We are no different. We must celebrate our members and what they have given to this organization. In days of declining members in all organizations, the fact that we have grown is a testament to our members passion for women helping women.

As in 2020, our annual conference will be held virtually via Zoom. With Omicron and its variants raising their ugly head and uncertainty of quality lodgings, it is unfair to ask members to spend so much money on gas and hotels when inflation is eating away at their family's budget. Spend these dollars on your family. We can manage our business efficiently as we have in the past. The registration information will appear in your *Communicator*.

We have a unique event planned for Friday night before the conference. We have planned for a "Clean, Healthy, Pamper Yourself" evening. Comfort boxes will be sent to registrants (for small fee) so that we can all enjoy each other's company on Friday. We've planned games, prizes, and are scheduling a speaker to discuss healthy clean living and eating. The evening should last about 90 minutes max. Our Saturday business session will run from 10:00 AM to noon. There will be voting for new officers via electronic survey. Members will also vote on the 2022-2023 budget, advocacy statement and legislative platform. Three awards will be presented: President's Award, Chapter Special Events Award, and Local Chapter Women in Business Month Award. Stay tuned.

A fond farewell from the president's desk. I implore you to stand up when asked to lead so that we can continue our work. Be kind. And do not be afraid to get out of your comfort zone. It can be fun and so rewarding. 🐾

Respectfully,

A handwritten signature in cursive script that reads "Jacquie Shellman".

Jacquie Shellman, President
New York State President 2021-2022

"Speaking up and participating can get you just as far as training and book knowledge."

- PARUL SHOREY

2022

MONTHLY
15 Communicator deadline

MAR
15 NIKE submissions deadline

JUN
10-11 Annual Conference (via Zoom)

NIKE Submissions

All contributed articles must be original work; all previously published works must be accompanied by the publisher’s authorization to reprint. NIKE reserves the right to edit contributed articles for clarity and length, and reserves the right to refuse to publish any contributed article.

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From the Editor

“The real strategic differentiation is to create true value, look forward, not backward, and present the advanced uniqueness to shine through.”



- Pearl Zhu, author of *Digitizing Boardroom: The Multifaceted Aspects of Digital Ready Boards*

IN THIS ALL-IMPORTANT CONFERENCE ISSUE OF NIKE WE not only present NYS Women, Inc.'s 2022/2023 slate of candidates for office, but also take a deep dive into the importance of serving on boards of directors as well as what “servant leadership” means for a nonprofit organization.

Our article on the next page, “Servant Leadership,” discusses how any organization or business benefits from this model of leadership. Starting on page 14, we have a series of professional development articles outlining board responsibilities, reasons to serve as a board member, and just what’s involved: “Board service benefits you AND the board” on page 14; “How to be a great board member,” page 15; “Board Roles and Responsibilities,” page 16; “Some things to consider before joining a board of directors,” page 18; and a sidebar on page 19, “Reasons to join a nonprofit board of directors.”

The 2022/2023 slate will be presented for voting as well as an Advocacy Statement and Legislative Platform at the virtual business session on Saturday, June 11th during our annual conference. And just in case you were curious, we’ve listed what the NYS Women, Inc. officers’ duties are as outlined in our organization’s bylaws (page 11).

I urge you to register for conference and help fulfill our mission “To connect and build women personally, professionally, and politically; and advocate for our vision “To empower women to use their voices to create positive change.”

-Joyce DeLong

SEPTEMBER 2022 ISSUE DEADLINE: JULY 15, 2022. Please type NIKE in your email subject line and send to the attention of Joyce DeLong, NIKE editor, at PR@NYSWomeninc.org. Previously published material must be accompanied by a letter from the publisher with permission to republish and credit line to be included with the article.



Servant leadership is a leadership philosophy in which the **goal of the leader is to serve**. This is different from traditional leadership where the leader’s main focus is the **thriving of their company or organization**. A servant leader **shares power**, puts the needs of the employees or **members first**, and **helps people develop** and perform as highly as possible. Instead of the people working to serve the leader, the **leader exists to serve the people**. Its founder, Robert K. Greenleaf, said a servant leader should be focused on, “Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?”

“Greenleaf says that, “The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.” Greenleaf further defines servant leadership through the following statements:

- A servant leader is a servant first.
- A conscious choice brings the servant to aspire to lead.
- Servant leaders ensure other people’s needs are being met.
- Servant leaders ensure their choices/actions will benefit (or at least not further deprive) the least privileged in

society.

From greedy executives to despotic rulers, we’ve all seen examples of poor leadership. But we’ve also seen the examples of Nelson Mandela and Dr. Martin Luther King Jr. – servant leaders who were able to accomplish great things by putting people first.”

From the African Sisters Education Collaborative website at <http://www.asec-sldi.org/>

“To help Young African Leaders Initiative Network
Continued on page 6

Why Servant Leadership?

Continued from page 5

members on their paths toward servant leadership, we've curated a list of characteristics that define servant leaders based on Robert K. Greenleaf's seminal essay. It's not exhaustive, but it's a start!

Listens actively: A servant leader's first response to any problem is to listen. She seeks to identify the will of the group and helps clarify that will by listening. When she listens, she does so intently. She does not multitask or interrupt, but truly strives to understand the speaker.

Prioritizes: Can you separate the important from the unimportant? What about the important from the urgent? A servant leader can withdraw from the present situation and prioritize his responsibilities. And she handles her most pressing duties with the knowledge that there may be consequences for neglecting the less pressing ones.

Accepts others: A servant leader accepts others as they are, where they are. She assumes that people have good intentions, and she values the unique skills, attributes and contributions of each individual. She does not, however, accept disruptive behaviors or poor performance. She recognizes the difference between accepting a person and accepting his actions.

Guesses correctly: Every day, leaders have to make decisions without enough information, the right information or sufficient time. Servant leaders bridge this information gap through intuition. They look for patterns, they revisit history and they make educated guesses about the best course of action. Most importantly, servant leaders understand that these educated guesses are just that – guesses – and they are willing to change course if necessary.

Foresees the future: Servant leaders have a better than average ability to predict the likely outcome of a situation. Closely related to intuition, foresight refers to a leader's ability to understand the past and present to predict the future. Without this ability, a leader would lose her characteristic "lead."

Possesses awareness: To maintain strong intuition and foresight, a servant leader must know what's going on. She must have an awareness of world history, current events, industry standards and her own organization. She must have a sense of self and of those he leads. In short, a servant leader must be awake.

Adapts readily: Servant leaders have a keen understanding of the past, but don't model their leadership style after a historical figure. Instead, they adapt to the time, place and problem. They invent a unique role that both meets the needs of their followers and relies heavily upon their own strengths.

Sets a vision: A servant leader is not afraid of failure. On the contrary, she initiates a course of action, provides the structure and accepts the risks. As Greenleaf wrote, "A leader says: 'I will go; follow me!' while knowing that the path is uncertain, even dangerous."

Persuades others: Another distinctive characteristic of the servant leader is her reliance on persuasion. Instead of using her position to coerce others, a servant leader is able to convince her followers by demonstrating the compelling benefits of his vision.

Empowers others: A commitment to empowering others is the hallmark of a servant leader. She is able to promote and encourage personal and professional growth in the people she leads. They are healthier, wiser and more likely to become servant leaders themselves. When a leader sees these qualities emerge in her followers, she has become a successful servant leader."

From *Young African Leaders Initiative Network website* at <https://yali.state.gov/>

What is Servant Leadership?

In 1970, at the age of 66, Greenleaf published *The Servant as Leader*, the first of a dozen essays and books on his idea. Since then, more than a half-million copies of his books and essays have been sold worldwide. Slowly but surely, Greenleaf's servant leadership writings have made a deep, lasting impression on leaders, educators, and many others who are concerned with issues of leadership, management, service, and personal growth.

In his works, Greenleaf discusses the need for a better approach to leadership, one that puts serving others – including employees or organization members, customers, and community – as the number one priority. Servant leadership emphasizes increased service to others, a holistic approach to work, promoting a sense of community, and the sharing of power in decision making.

Who is a servant leader? Greenleaf said that the servant leader is one who is a servant first. In *The Servant as Leader* he wrote, "It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant – first to make sure that other people's highest priority needs are being served. The best test is: Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"

History

Robert K. Greenleaf credited his reading of Hesse's 1932 book, *Journey to the East*, as the personal source of inspiration in his coining the term, *servant leader*.

In *Journey to the East*, the main character, named Leo, is a servant just like all the others. All the servants work well together, until one day when Leo disappears. When the servants realize that things aren't the same without Leo, they came to the realization that Leo was far more than a servant – he was actually their leader.

Greenleaf came to the realization that a newfound leader should be someone that servants or workers can relate to. Leo was seen as a servant, but when the other servants realized that things fell apart without him, he became far more than just a servant to them. This is Greenleaf's idea of what a servant leader should be.

Greenleaf's original idea

The most important characteristic in being a servant leader, according to Greenleaf, is making one's main priority to serve rather than to lead. According to Ginny Boyum, Greenleaf proposed that servant leaders should serve first, make the needs of others their main priority, and find success and "power" in the growth of others; summarily, "A servant can only become a leader if a leader remains a servant." In simpler terms, servant leaders should seek to be servants first, to care for the needs of all others around them, to ensure growth of future leaders. These traits indicate one is a servant leader because, overall, they are causing the ones they serve to become healthier and wiser, guiding others toward self-improvement. Eventually, the served are driven to possess the traits of a servant leader as well, continuing the spread of the leadership style.

Greenleaf believed the betterment of others to be the true intention of a servant leader: "I serve" in opposition of the traditional "I lead" mentality. From the "I serve" mentality come two premises:

*I serve because I am the leader, and
I am the leader because I serve*

The first premise signifies the act of altruism. Altruism is defined as the belief in or practice of disinterested and selfless concern for the well-being of others. Greenleaf declares that servant leadership begins with the natural feeling of wanting to serve first. The act of leadership is in the context of serving others and to serve others. Only through the act of serving does the leader lead other people to be what they are capable of. The second premise of servant leadership – "I am the leader because I serve" – begins with a rooted ambition to be a leader or personal ambitions of a leader.

Greenleaf's definition left much room for expansion because it lacks specifics. Servant leadership is handled throughout the literature by many different dimensions. Servant leadership represents a model of leadership that is both inspirational and contains moral safeguards, and in their paper, Mulyadi Robin and Sen Sendjaya propose that servant leadership serves as a holistic paradigm for leadership as not only is it transformative and ethical, but



also engages followers in workplace spirituality.

Scales and servant leadership extensions

Numerous different researchers and leadership experts have created scales and dimensions to differentiate between the levels of servant leadership practices as well as evaluate servant leadership behaviors.

Joe Iarocci, author of *Servant Leadership in the Workplace*, identifies three key priorities: developing people, building a trusting team, and achieving results; three key principles: serve first,

persuasion, and empowerment; and three key practices: listening, delegating, and connecting followers to mission, that distinguish servant leadership in the workplace context.

Critiques of servant leadership

Various evaluations of servant leadership have been made. In one such critique, Sendjaya and Sarros used the same Bible account as Akuchie, and made the claim that Jesus Christ, not Greenleaf, introduced the notion of servant leadership to everyday human endeavor. They argued that this leadership principle was so important to Christianity that it was captured by all four Gospel writers (Matthew, Mark, Luke, John). The researchers argued that servant leaders have a particular view of themselves as stewards who are entrusted to develop and empower followers to reach their fullest potential.

Feminist scholars have noted that servant leadership is based on patriarchal approaches to leadership, noting that leadership training, books, and manuals in general are attributed with masculinity. Similarly, Black scholars have pointed out how notions of servants as being subjugated and mistreated is largely absent from servant leadership discourse. Black scholars also note that although Greenleaf attributes his ideas to Herman Hesse, Dr. Martin Luther King, Jr. preached similar approaches and was a contemporary of Greenleaf in the U.S., but King is never mentioned in Greenleaf's works.

Implications

Some argue that servant leadership is still going through the process of being accepted as a leadership theory because of Greenleaf's belief that servant leadership is a way of life rather than a systematized technique with a specific outline. Although servant leadership was proposed many years ago, it is still considered a "newer" theory among many other theories because of the switch in focus from the traditional leadership theories.

[Source: Wikipedia]

New York State Women, Inc. Conference 2022

Call to Conference

CALL TO: Virtual Annual Conference
DATE: June 10-11, 2022
LOCATION: 2-day Zoom Event
(all registered attendees will receive Zoom links)
TO: Executive committee, members of the board of directors, and all members of New York State Women, Inc.

NOTICE is hereby given that the 2022 Annual Conference of New York State Women, Inc. will be held virtually on two days: Friday & Saturday, June 10th-11th. Members must register online from the NYS Women, Inc. website <https://www.nyswomeninc.org/Conference> by May 31st. The Zoom window will be open one-half hour prior to each Zoom event. A day or two prior to the events, registered members will receive online links for computer access or phone access.

A virtual social event (for a small fee) will be held Friday evening, June 10th at 6:30 pm. Join us for a “Spring-Fling of Healthy, Clean, and Self-Pampering Fun.”

A virtual pre-conference board meeting will be held on Saturday, June 11th at 10:00 am. Board members in good standing are eligible to vote, however, all members are eligible to attend.

A virtual general membership business session will begin immediately following the pre-conference board meeting on Saturday, June 11th. All members in good standing are eligible to vote. Election of state officers, membership votes on our advocacy statement, legislative platform, and 2022-2023 budget will be held.

Board reports will NOT be verbal. All board reports should be sent to the website <https://www.nyswomeninc.org/Members/Program-Book-Report> by Thursday, May 26, 2022. If you really cannot handle the form, you must email your report to Robin Bridson RLB8963@gmail.com by Sunday, May 22nd. Please let her know that you will be emailing your report. Executive committee, standing committee chairs, and region directors are required to give board reports. Reports should be a brief list of goals and of your accomplishments for the year.

More information will be forthcoming on our website.

Respectfully submitted,
Jacquie Shellman, President
New York State Women, Inc.

2022 Virtual Annual Conference Registration Form

Please register online: <https://www.nyswomeninc.org/Conference>. You must register to receive the Zoom link.

When you register online you have the option of paying by credit card or mailing a check prior to the deadline.

Registration deadline: May 31, 2022.

If not registering online, send completed form and payment (if necessary) to: Patti Pollock, PO Box 30, Oxford, NY 13830; 607-316-6003; pjpollock63@gmail.com

(Make checks payable to New York State Women, Inc. and note in memo area “2022 Annual Conference”)

Name _____
Chapter _____
Address _____
City / State / Zip _____
Phone _____
Email _____

Please indicate the event(s) you will be attending

Event	Cost
<input type="checkbox"/> Virtual Social Event: Friday, June 10 at 6:30 PM	\$25
Spend some social time with us on Friday night. Join us for a Spring fling of Healthy, Clean, and Self-Pampering Fun! Receive a goodie bag of great items prior to the event.	
<input type="checkbox"/> Virtual Annual Conference: Sat., June 11 at 10:00 AM	\$0

Total due to “New York State Women Inc.” _____

Credentiailling & Registration Information

(check all that apply)

- State Officer
- State Parliamentarian
- Immediate Past State President
- Past State President
- Incoming Region Director # _____
- Incoming Assistant Region Director # _____
- Incoming Chapter President
- Outgoing Chapter President
- Member
- Outgoing Region Director # _____
- Outgoing Assistant Region Director # _____
- Special/Sub Committee Chair
- Career Recognition Competitor
- New Careerist Competitor
- Personal & Professional Development Competitor
- First Timer
- Standing Committee Chair
- Special/Sub Committee Vice Chair
- Standing Committee Vice Chair
- Guest

Registration & payment must be received by 5/31/2022.

New York State Women, Inc. Conference 2022

Awards presentation planned for conference

2021-2022 PRESIDENT'S AWARD

Connecting and empowering women to find their voices to reach their stars?

All chapters, large and small, are encouraged to participate. You are important to us and the women of your chapter and community.

The chapter with the most points will be honored at the June 2022 Conference with \$200 check for their treasury. Submit photos, PR materials, meeting agendas, and program booklets with attendance dates as proof of the event. The chapter with the most points will be honored at the June 2022 Conference. Award deadline date is May 1, 2022. Please submit information to Jacquie Shellman, PO Box 563, Lima, NY 14485. Email me at Jacquie.Shellman@gmail.com that you have sent the information.

DID YOUR CHAPTER:

- Hold an officer training? (5 points)
- Hold a new member orientation? (5 points)
- Sign up a new member? (1 point each)
- Renew a lapsed member? (1 point each)
- Have a program at a monthly meeting? (2 points)
- Have an Athena Women's Initiative project or program? (5 points)
- Have a candidate for Career Recognition Program? (5 points)
- Have a candidate for New Careerist Program? (5 points)
- Participate in or create a political awareness program? (5 points)
- Send a member to a state meeting? (1 point/attendee)
- Invite an executive committee member, region director, past state president to an event? (1 point each)
- Does your chapter have a website that has recent/correct information? (5 points)
- Does your chapter have a Facebook page and use it? (5 points)
- Submit articles, etc. to *Communicator*, *NIKE*, the NYS Women, Inc. website? (4 points/submission)

Thank you to Past State President Debra Carlin for permitting me to borrow from your 2019 President's Award criteria.

CHAPTER SPECIAL EVENT AWARD

All chapters are invited to enter their chapter special event to the award competition.

Entries must be received by MAY 1st, 2022. Send your entry to special event award chair, Janet Carey at jcarey1789@aol.com. Any questions, email Janet.

CRITERIA FOR ENTRIES:

1. Each chapter can enter only one special event per year.
2. The words "Local Chapter Special Event" must appear on the cover and in the subject line of the email.
3. Subsequent pages shall include the following required information/format:
 - A) Date of special event/program
 - B) Describe type of event/program chapter held
 - C) Any pictures or write-ups about event/program
 - D) Number of attendees at event/program

CHAPTER WOMEN IN BUSINESS MONTH AWARD

All chapters are invited to enter their chapter's Women in Business Month event or program to the award competition.

Entries must be received by MAY 1st, 2022. Send your entry to Women in Business Month chair, Patti Pollock at pjpollock63@gmail.com. Any questions, email Patti.

CRITERIA FOR ENTRIES:

1. The words "Local Chapter Women in Business Month" must appear on the cover and in the subject line of the email.
2. Subsequent pages shall include the following required information/format:
 - A) Date of special event/program
 - B) Describe type of event/program chapter held
 - C) Any pictures or write-ups about event/program
 - D) Number of attendees at event/program



Slate of Candidates 2022/2023



JANET CAREY
Incoming
PRESIDENT

Since 1990 I have enjoyed membership in NYS Women, Inc. (BPW/NYS) and since my retirement as AD/PE educator in 2008, I have taken leadership roles in NYS Women, Inc. In my chapter, Professional Women of Sullivan County, I have served on the financial, membership, bylaws, scholarship (chair), and Women of the Year (chair) committees; as recording secretary, president, and vice president; and as assistant region director in Region 3. When president of Professional Women of Sullivan County, I instituted a parliamentarian, worked to develop policies and procedures guidelines for each of our standing committees, established executive committee meetings, and a treasury audit. That year our chapter received the award for the highest rate of growth at the annual conference. For the last four years I have represented our chapter at Sullivan County Chamber of Commerce meetings. In 2018, I was elected secretary of NYS Women, Inc. and became a member of the executive committee, as well as serving on the Conference Planning Committee. I am serving currently as president-elect and as a member of the strategic planning committee. I also serve on the Grace LeGrand Endowment Fund, Inc. Board of Directors as treasurer.

I have been employed by SUNY Cortland as a student teacher supervisor (2008-), by the Town of Neversink as the summer parks and rec director (1990-) and by the Town of Fallsburg as an aquatics coordinator (1980's). I coach girls and boys V alpine skiing (1973-) and girls V tennis (1971-). I have run my

Continued on page 13



ROBIN BRIDSON
Candidate for Election for
PRESIDENT-ELECT

Yes, I want to do it again! I feel so strongly about this organization that even though I have been president-elect (2017-2019), president (2019-2020), and immediate past state president (2020-2022), I want to give back, use my experience, and yes... do it again! We have such a rich history and a great potential to grow! Membership is key. We can't do it without members. We need to grow our membership and also maintain the members that we have. Think of our membership as a garden that we need to care and feed, support, nurture, and help grow! We can't let stupid COVID-19 ruin us or hold us back. We need to embrace technology and help those who need it. We need to offer programming that can reach and appeal to all different audiences. We need to get out in the community and advocate for our causes. We need to educate and elevate women around the state. We need to try new things while still maintaining our history and values. Who's in charge of our success? ALL OF US! Let's go out there and get the job done!

A little about me – I grew up outside of Rochester, lived in Utica for a while, and now live outside of Syracuse in a little town called Chittenango which has its very own waterfall and is home to L. Frank Baum, the author of the Wizard of Oz book series. I am a techie and love to use my skills to help NYS Women, Inc. I also love to cook and garden (inside and out).

I am a member of the Mohawk Valley Chapter and Central NY Chapter but also try to attend as many meetings as I can around the state. I have held many

Continued on page 13



PATTI POLLOCK
Candidate for Election for
TREASURER

I am seeking the office of Treasurer as I feel that my knowledge of the organization as well as my skills in leadership, finance, and money management can support and help grow NYS Women, Inc.

I have lived in New York my entire life, I grew up in the New Hartford area, relocated to Sullivan County in the 1980s and currently reside in Oxford. I earned my Associate Degree in Accounting at Sullivan County Community College with honors; my Bachelor in Accounting from SUNY Empire State College; and my MBA from Walden University with a 4.0 GPA. I have worked in the financial department of various companies for over 30 years.

I am currently finance/billing manager for Bartle's Pharmacy. I serve as treasurer on the Amelia's Voice Board of Directors, as well as the treasurer on the Aunt Mary's House Board of Directors. I also am acting treasurer on the Chenango County District Attorney's campaign. Two new ventures for me, forming and becoming treasurer of Amelia's Voice, a 501c3 organization to bring awareness to domestic violence; and to serve as treasurer for Aunt Mary's House, which provides support and housing to young single mothers ages 18 and up.

I always took pride in being a mom but there is nothing greater than being a grandma. My granddaughters are my world. I have been focused on my health and fitness and enjoy walking and recently running in many 5Ks. I have completed the Run Chenango Challenge the last three years and

Continued on page 13

In accordance with New York State Women, Inc. bylaws (revised 10/03/2020) **Article X. Nominations Section 4.** Nominations may be made from the floor. Presentation of nominees and call for any further nominations from the floor will take place at the Annual Conference, Zoom business session Saturday, June 11, 2022. *-submitted by Carena Collura, nominating committee chair*



DENISE MURPHY
Candidate for Election for
SECRETARY

I am grateful for the opportunities and experiences I've had serving as interim state secretary, and I'm excited to continue that role in the coming year.

My heartfelt thanks go out to the outstanding women of the executive committee who encouraged, counseled and guided me as I took on the secretarial duties.

Regional leadership and long-time members across the state also embraced me and demonstrated great patience as I found my way – all while navigating my duties as first-time president of the St. Lawrence Chapter.

I took office determined to revive membership and better promote NYS Women, Inc. by first changing our chapter's monthly meetings from lunchtime to more convenient evening hours so more working women could attend.

To support women personally, professionally, and politically, I invited a mix of women business owners and agency representatives to be guest speakers at chapter meetings.

I reinstated new member orientation where we brainstormed strategies that culminated in a desire to formulate an initiative to recruit, guide, and support women in non-traditional, skilled labor trades.

My commitment to community and personal growth flowered after retiring from my career as a newspaper reporter when my husband and I opened an antique and collectibles shop in Massena.

I enjoyed getting to know our customers and the neighboring small-business owners, a majority of whom are women.

But the pandemic put a crimp in our business, sending me back into the workforce where now I help homeless, elderly, disabled, and struggling individuals and families obtain and retain safe, decent housing.

During my free time, I enjoy baseball, auctions, baking, reading cookbooks, and parenting cats.

Ever wonder what comprises New York State Women, Inc. officer duties?

[Source: NYS Women, Inc. bylaws]

ARTICLE XIII: DUTIES OF OFFICERS

SECTION 1: The president shall be the principal officer of the state organization and shall preside at the annual conference, at meetings of the Board of Directors and the executive committee, and shall be an ex officio member of all committees except the nominating committee.

The president shall:

- a) Appoint a parliamentarian, the chair and vice chair of standing committees, historian, *NIKE* editor and its staff, and the chair of special committees (except the nominating committee chair) subject to the approval of the executive committee;

SECTION 2: The president elect shall act as the representative of the president as requested:

- a) Perform the duties of the president in the temporary absence or illness of the president and;
- b) Become president for the unexpired term in case of death, resignation or incapacity of the president.

SECTION 3: The vice president shall serve as liaison for the chairs and committees as requested by the president and serve in such other capacities as assigned by the president And perform the duties of the president in the absence of the president and president-elect.

SECTION 4: The recording secretary shall take record and transcribe accurate minutes of all meetings.

SECTION 5: The treasurer shall be responsible for all monies of New York State Women, Incorporated. The treasurer shall be bonded before handling NYSW, Inc., funds. Such bond shall be paid for by the state organization and will be sufficient to cover the maximum amount of money which will possibly be under the treasurer's supervision. The monetary transactions during the treasurer's term of office shall be audited and reviewed by a certified public accountant for presentation at the annual conference.



NIKE All Stars

The 2020-2021 *NIKE* All Star Campaign is in full swing and thank you to our loyal supporters who have already sent their listings in.

Members will have an opportunity to contribute at our annual conference, and chapters, regions and friends of NYS Women, Inc. can send contributions anytime to the *NIKE* Business Manager. Information on contributing can be found on our website.

Rates: Platinum Patrons: \$75 and over
Golden Givers: \$50 – \$74
Silver Supporters: \$25 – \$49
Bronze Boosters: \$5 – \$24

Make check payable to:
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Mail form and check(s) to: Sue Mager, *NIKE* Business Manager,
3406 McKinley Parkway, Apt C-11, Blasdell, NY 14219
E-mail: NIKEmgr@NYSWomeninc.org.

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Heather Sodon

Susquehana Chapter

Linda Winston

Chapter & Region News

Rome Professional and Business Women Chapter – Region 5

- submitted by Beth Jones, president; Region 5 director



Pictured left to right: Courtney Lighthall; Alexandra Follano and her daughter, Gianna; Beth Jones.

Rome College Foundation held its annual scholarship presentation hosted by the MVCC Rome Campus. Dean Franca Armstrong, a chapter member, was a wonderful host. Lunch was catered by a local cafe. The Rome Chamber of Commerce took a major part with the

arrangements and application process.

Our \$500 scholarship recipient was Courtney Lighthall. Courtney is a full time student at MVCC majoring in

health sciences to further her education in nursing. She has plans to obtain her RN/BSN degree. Courtney currently works full-time as a LPN at a local nursing home. Courtney is delightful and a well chosen recipient.

Black Owl Consulting, Inc., owned by Beth Jones, also presented Alexandra Follano with a 2021 \$500 scholarship through the Rome College Foundation. Alexandra is a single parent who has an amazing daughter, Gianna. Requirements for an honoree: she has to be pursuing an electrical engineer career and carry a minimum 3.0 GPA; must also be in financial need and have a deep compassion for family and her community. This award is in memory of our dear friend Dr. Michael Wicks who passed away unexpectedly from brain cancer. Dr. Wicks was a senior scientist at Rome Laboratory and the University of Ohio. Beth Jones presented both honorees with a certificate of excellence.

The Rome College Foundation awards committee did an outstanding job selecting these two recipients. Both are well deserved!

JANET CAREY, *continued from page 10*

own tennis business, worked as a tennis pro at resorts, and worked with my husband in our ski business. I have instructed classes at Sullivan County Community College in the physical education dept. and also worked for the American Red Cross both as a volunteer and paid professional.

Professionally, in NYSAPERD, I have served as president of the aquatic section, econdary section, and Catskill Zone and served on conference planning, executive, bylaws, and JB Nash awards committees. I was elected to the board of directors (served as president) and the leadership council. I have been a NYS trainer for Goals 2000 and Physical Best Programs. I am a member of the US Tennis Association and have been a member of the National Ski Patrol, and the Eastern Professional Ski Instructors, NYS Ski Racing and the National Ski Patrol Associations.

In the NYSPHSAA, I serve as the Section 9 safety chair on the state safety committee (1982-), Section 9 Boys Tennis chair (1994-2004), and Section 9 chair of Alpine Boys and Girls HS Skiing on the state committee (2005-). I chaired Boys and Girls Tennis for the NYS Empire State Games (1994 –

2010 when it ended). I hold national aquatic exercise certifications and have taught water exercise for 36 years.

In my community, I currently serve as president of the Sullivan County Youth Bureau (1982-) – I received the Sullivan County Champion of Youth Award in 2019 – and as secretary of the Sullivan County Retired Teachers Association (2015-). I am also on the Sullivan 180 Board. For 51 years, I have taught ARC Water Safety Instructor, Lifeguard, Waterfront, CPR/AED, First Aid and Responding to Emergencies classes. I have been a Girl Scout and Boy Scout Leader and Badge Counselor. I have also served on our Tri Valley Youth Commission and am a member of the Neversink Association. I love working with people and have a passion for empowering them with skills that allow them to pursue their ambitions.

My husband Cliff and I reside in an 1840 schoolhouse in Claryville. Our three daughters are married, and we are devoted to our four young grandchildren. I enjoy outdoor activities – all water sports, tennis, skiing, hiking, biking, sailing, kayaking, para sailing, sky diving – photography and travelling.

ROBIN BRIDSON, *continued from page 10*

offices locally, regionally, and for the state. I am part of CDO and GLEF which are two great organizations that NYS Women, Inc. partners with.

I look forward to meeting as many of you as possible and doing great things! Please reach out to me if I can be of any assistance!

PATTI POLLOCK, *continued from page 10*

looking forward to year four.

I rejoined NYS Women, Inc. in June 2017. I was the PPD Career Recognition Award winner in 2018. I have served as finance vice-chair since 2018. I am currently state treasurer, Tri-County vice president, Region 6

secretary and registration chair.

I look forward to serving in leadership within NYS Women, Inc. for many years helping to empower women one at a time to find their voices to promote positive change.

Feature: Professional Development



Photo by Christina @ wocintechchat.com

Board service benefits you AND the organization

Want to give back to the community while developing yourself personally and professionally? Invest your time in serving on a nonprofit board. You'll broaden your perspective, enhance your skill set, make a difference in the world, and gain a new network of individuals that will enrich your life in ways you never imagined.

According to the National Center for Charitable Statistic, there are more than 1.5 million nonprofit organizations registered in the U.S., including public charities, private foundations, and other nonprofit groups. So, are you needed? The answer is a resounding "yes."

You'll gain a change in perspective.

One of the first things I learned from my personal experience in joining a nonprofit board is that it enables you to gain a new perspective outside of your own purview. I am used to wearing the CEO hat, providing oversight to the team and our clients, and being responsible for my business and all it entails. What I learned, however, is that you really benefit from wearing a volunteer leadership hat.

I am a past chair for a local chamber. I had to change my point of view and think about the community at large and all of its stakeholders. I needed to listen to not only the views of the collective board, the chamber staff, the city, and schools, but also the business community. It helped me understand the importance and role of advocacy at the local level – and how the various stakeholders needed to work together to achieve a collective goal for a city.

You'll learn new skills.

Serving on the board, you learn about diplomacy, governance, fiduciary responsibilities, the importance of events, and fundraising. Some of the key tenets of nonprofits include accountability, trustworthiness, honesty, and providing openness to every person who has invested time, money, and faith into the group.

Gain important and invaluable connections.

Nonprofit boards are a great place to meet other business leaders and peers. Your fellow board members will value the time that you put in, and they may even support you through a job search, prospective clients, or a hunt for a new mentor.

You'll engage with people you wouldn't typically be in contact with that are in industries or roles that bring value to an organization. You will learn from those exchanges, and those people can learn from you too. Your connections can also be leveraged to the greater good of a nonprofit entity. You can add value with the experience and connections you have. You can create a legacy of work that transcends what you would typically be exposed to with your current role in your group. 🐾

[Excerpted from Benefits of Serving on a Nonprofit Board by Liz Diedrich. www.diedrichrpm.com/blog/benefits-of-serving-on-a-nonprofit-board-drpm/]

How to be a great nonprofit board member

“... all successful board members must possess two essential qualities: integrity and an open mind. Board members must be people of principle. On a board, any appearance of shady or slick dealings is altogether out of the question. Any conflict of interest, actual or perceived, is troublesome in deliberations and potentially damaging to the organization. The best trustees bring to the table neither their prejudices nor their own agendas. They aren’t stuck on winning every issue. They are team players.” - **Fisher Howe, in “Welcome to the Board”**

A great board member focuses on strengthening the community.

Great board members may not start out “great.” They travel along a continuum, picking up and mastering certain skills, including those of OK board members – meaning they know and meet their fiduciary duties – and good board members – they’ve mastered their supportive roles of serving others in the organization. After mastering these phases, great board members emerge by having a

broader perspective: they develop a vision that links the nonprofit to the broader nonprofit sector and act to serve, strengthen, and transform the entire community. Great board members are “community trustees.”

“Community trusteeship involves holding the community in trust by serving others and working for the common good.”

-Tim Delaney

What kind of board member will you be? What will YOU bring to a board of directors?

Characteristics	Weak Members	OK Members	Good Members	Great Members
What they say:	It’ll look great on my resume!	What do I have to do?	How can I help?	Thanks for the opportunity.
What they add:	Dead weight	Basics	Dedication	Passion
What they take:	Valuable spot	Instructions	Role seriously	Time to care
How they look:	“Cool”	Regular	Eager	Unassuming
Who they serve:	Themselves	Their obligations	The nonprofit	The community

Self-evaluation for a board member.

Strengthen YOUR abilities.

Are you in alignment with the nonprofit? In the last year have you actively reflected on your connection with the organization and recommitted yourself?

Are you meeting your personal legal duties? Duty of care: Do you know the nonprofit’s mission – and apply it routinely in all board and committee matters? What continuing education or special training regarding nonprofits have you pursued in the last year?

Duty of loyalty: Do you know the organization’s code of ethics and conflict of interests policy?

Duty of obedience: Of course, your nonprofit pursues a noble cause, but does the organization ensure it’s complying with applicable laws? Does it have a meaningful orientation and training program? Is there a system in place to assist with ethical decision-making?

Are you meeting your broader fiduciary obligations?

Time: During the last year, how many board meetings have been held? Have you missed any? What about committee meetings?

Treasure: During the last year, have you donated to the organization? Have you done any fundraising for the organization?

Talent: During the last year, have you shared your special talents and have you applied through them in the organization?

Strengthen the ORGANIZATION.

When was the last time the nonprofit conducted an ethics audit?

It’s important for your organization to hold reviews, including an ethics assessment; organizational review; accountability audit; and public trust review to ensure that the organization merits the public’s trust. After an ethics audit is completed, follow through on any corrective recommendations to continue to strengthen the organization.

Strengthening the COMMUNITY

What can you do to help the entire nonprofit sector and the broader community?

The acts of a few uninformed nonprofits can poison the well. All nonprofits should work together to ensure that everyone is earning the public’s trust. Recognize that maintaining public trust is a survival issue for the individual nonprofit and the nonprofit sector as a whole.

Coming together to share information and buying power could strengthen the sector and individual members.

Nonprofits will be stronger and serve the community better when they come together to join their voices.

Everyone in the nonprofit sector should view it as their obligation and an opportunity to serve as a “community trustee.”

Board Roles and Responsibilities



Photo: RE_studio: <https://www.pexels.com/photo-of-women-laughing-3810756/>

Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the nonprofit has adequate resources to advance its mission.

One of the most important responsibilities for many boards is to hire and set the compensation of a talented CEO and/or executive director to run the day-to-day management activities of the organization. When there are paid staff in place, rather than steer the boat by managing day-to-day operations, board members provide foresight, oversight, and insight: think of them as up in the crow's nest scanning the horizon for signs of storms or rainbows to explore, perhaps with a pot of gold at the end! Yes, board members – your role as stewards of the nonprofits DOES involve fundraising. There is an important role board members play as advocates for the nonprofit's mission.

Some important points to consider.

- The vast majority of board members for charitable nonprofits serve as volunteers without any compensation.
- Arguably the most important policy for a board to adopt is a policy addressing conflicts of interest.
- A common question: Should your nonprofit's CEO also be a board member? Yes, according to BoardSource, the national leader on nonprofit governance practices: "The chief executive's input in board meeting deliberation is instrumental and invaluable for informed decision

making. However, to avoid actual or perceived conflicts of interest, questions concerning accountability, or blurring the line between oversight and execution, chief executives should be non-voting members of the board, unless not permitted by law."

The basics

What's the role of the board of directors of a nonprofit corporation? Just as for any corporation, the board of directors of a nonprofit has three primary legal duties known as the "duty of care," "duty of loyalty," and "duty of obedience."

- **Duty of Care:** Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will;

- **Duty of Loyalty:** Ensure that the nonprofit's activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the nonprofit corporation; not in the best interest of the individual board member (or any other individual or for-profit entity).

- **Duty of Obedience:** Ensure that the nonprofit obeys applicable laws and regulations; follows its own bylaws; and that the nonprofit adheres to its stated corporate purposes/mission.

However, a board of directors does not exist solely to fulfill legal duties and serve as a fiduciary of the organization's assets. Board members also play very

“The ability to learn is the most important quality a leader can have.”

-Sheryl Sandberg

significant roles providing guidance to nonprofits by contributing to the organization’s culture, strategic focus, effectiveness, and financial sustainability, as well as serving as ambassadors and advocates. Beyond fulfilling legal duties, board members can be important resources for the organization in multiple ways.

What is expected of board members?

- Start your new board members off on the right foot with an orientation program that introduces them to the basic roles and responsibilities of serving as a nonprofit board member. Don’t forget to include those special issues that pertain specifically to your nonprofit’s mission, plus information on: governance policies (so that all board members are reminded about their legal and fiduciary duties); accountability practices (such as the need to disclose conflicts of interest); and the responsibility to hire, review the executive director’s performance, and approve annual compensation.

- Consider creating a “work plan” for your board based on the calendar year. What month will your board typically review the executive director’s compensation? adopt a budget? elect new board members?

- Asking board members to volunteer for various committees benefits from thoughtful planning and a bit of “matchmaker” magic!

- When board members are recruited, consider using a board member contract to ensure that everyone’s on the same page and don’t forget that fundraising and making personal contributions are widely accepted expectations for board members.

- Job descriptions can help board members feel comfortable in their roles as officers of a nonprofit.

- Yes, the role of board members DOES include helping to raise money for the nonprofit! Help board members understand that this usually includes making a personal contribution.

- Consider using a consent agenda as a way of saving time during meetings, and focusing the board’s work on high priority issues that benefit most from discussion and discernment. Many governance gurus suggest putting the most important item on the agenda first – in order to leave enough time for full discussion.

- Board members are always curious, and sometimes surprised to learn that they can – in limited circumstances – be personally liable for a nonprofit’s financial responsibility.

- Do your nonprofit’s board members appreciate the expectation that their role includes fundraising for the nonprofit? 🐾

[Source: <https://www.councilofnonprofits.org>]



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Feature: Professional Development

Some things to consider before you join a board of directors.

Serving on an organization's board of directors can be a rewarding experience – and an opportunity to have an even greater impact on a cause than you would if you're involved as a member alone.

But it's also a significant responsibility. Board members are the source of authority and accountability for an organization; it's where the proverbial buck stops. Before you decide to serve on a board, here are some things to consider.

Understand a board member's responsibilities – and know if you're willing to commit to them.

Board members actually wear three hats: One is the governing hat, when a board member is at a board meeting making those decisions or hearing those questions on expertise. Another is the volunteer hat, when you are actively involved in what the organization does.

Lastly, you're "an ambassador" for the nonprofit. When you're out in the community, when you're giving a speech or attending a luncheon, wear the lapel pin, talk about the organization in a way that is informed and intelligent.

You'll need to be prepared to shoulder not only the time commitment involved in wearing these three hats, which can vary from organization to organization, but also the fiduciary and legal responsibilities of board membership, including addressing any conflicts of interest.

Nonprofits should always put expectations in writing for board members, so that both parties have a record.

Do your homework on the nonprofit before taking a seat.

You would never accept a job without first researching the company, and the same should hold true when considering a board position. That research will give you the ability to go in with open eyes.



Start by reading the nonprofit's governance bylaws, which will explain the structure of the board, the length of member terms and how often it meets.

You should also review the board meeting minutes and financial statements to discover where the organization has been and where it could be headed. Is it operating in the black? If not, why? What's happening with its programs?

Meeting minutes should reveal a discussion of strategic issues around the organization's future and how the nonprofit can be prepared to deal with any external factors on the horizon:

What are they talking about? Are they talking about what color the placemats are going to be at the gala? That is not the job of the board. They should be tackling the real governance work of the organization.

Identify the expertise you will bring to the boardroom.

Having passion for an organization's mission is a wonderful asset – but as a board member, you should also ask yourself how you in particular can help move the organization forward.

If you're a lawyer, are they in need of legal guidance or are there already four other lawyers serving on the board?

"A wise board accumulates **rational wisdom, embraces **unconventional** wisdom and sharpens **system** wisdom."**

-Pearl Zhu, "Digitizing Boardroom: The Multifaceted Aspects of Digital Ready Boards"

“A good board of directors team is one where **ideas are flowing fluidly** – and where each idea is met with an initial welcome, an intellectual challenge, an expression of gratitude, a rigorous scrutiny and **a readiness for action.**”

-Hendrith Vanlon Smith Jr

Sidebar: Reasons to join a nonprofit board of directors

It may sound a little self-serving, but there's an easy way to advance your career, get networked, while you're also doing good for others. Serve on a nonprofit board.

Of course, the primary reason you should serve on a nonprofit board is that you want to make the world a better place and you care about the cause. But, serving on a board and bringing your knowledge, energy, and expertise to the table is something that can not only benefit the organization but you as well.

Here are some of the reasons to serve on a board.

Build Your Network and Contacts

We all know you have a better chance to get ahead in your career if you have a good network of people and contacts. Since your fellow nonprofit board members will personally know you, they will be much more open and amenable to brainstorming ideas with you or even making introductions if and when you're looking for other business opportunities.

Diplomacy

You will have the opportunity to learn about dealing with others as it relates to issues of leadership, finance, and other business areas. Make no mistake; nonprofits are businesses – and there will be times where there will be disagreements. This experience of working with others in different areas will teach you about diplomacy and how to navigate potential landmines and delicate situations.

The Art of Persuasion

Nonprofits need money. The best nonprofits, even if they're small, will work closely with their board members to help them facilitate financial contributions. You're going to become comfortable in asking for money. In other words, you're going to learn about the art of persuasion. It's a skill you should have in your career.

Meeting Management

When you serve on a nonprofit board, you will gain another career skill, and that's learning how to have a productive meeting with people who do not report to you. Again, dealing with people is an art. Many young people become managers, and they have team meetings, but frequently this is with people who work for them. Working at a nonprofit teaches you a valuable skill of managing individuals who don't work for you or that you manage.

Deep Dive on an Issue

You can learn a lot from a nonprofit about education, health, the environment of whatever interests you. Nonprofit organizations are typically excellent at understanding the cause related to the mission. If you want to dive deep into an area and know it well, a nonprofit board is a great place to help you gain insight. 📖

[Source: <https://topnonprofits.com/7-reasons-to-serve-on-a-nonprofit-board/>]

If the nonprofit plans to move into a new building or introduce a new public relations campaign, how can you help?

Find a place where you're going to fit in, that's inclusive to your background and your thoughts, a place where your expertise is needed. What are you going to contribute to the organization that's not already represented there?

Do a trial run before committing to a term on the board.

If you haven't already been involved with projects at the organization, start small with a trial run – attend committee meetings or help plan a function before you decide to join.

You can then ask yourself, “Is this a place I want to spend my time? Is this culture something I'm interested in?” You'll also be able to set up better expectations: How many hours per month are you willing to do this?

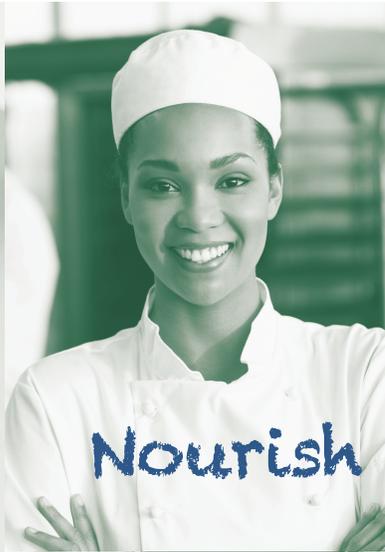
As well, the organization will have the opportunity to see your skills in action, so you both can decide whether – or how – you can meaningfully help their mission.

Listen and learn before acting.

Even if you've been involved with an organization for many years, you'll always be surprised by what you learn as you take on a governance role. That's why it can be helpful to spend some time listening first before proposing new ideas.

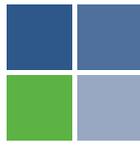
Ask questions at first, instead of making statements. You'll want to start out by saying, “Have we thought about this before?” instead of saying, “You should do this.” And also make sure you're keeping your involvement at the right level. You're there to think strategically. 📖

[Source: <https://www.fidelitycharitable.org/articles/5-tips-for-joining-a-nonprofit-board.html%5d.html>]



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