

Board Policy Manual

Draft August, 1994

Administrative Committee

- The Administrative Committee will have responsibility for the day-to-day operations of US Servas and its office, within the policies specified by the Board. This committee is required to meet at least 4 times, and to take minutes which are to be distributed to at least the Board members. Decisions will be by consensus if possible; by majority present if not, with the Administrator not voting. *July 1990 Board Minutes*

Board

- An orientation package for new Board members should be prepared. New members should spend at least one day in the New York office and attend a Working Committee meeting as part of their training. *July 1987 Board Minutes*
- Future Board meetings should be open to observers, but not necessarily participants, unless specific presentations are scheduled in advance. The Board reserves the right to go into "executive session" if they deem this necessary. *July 1989 Board Minutes*
- The Board adopted by Consensus the following draft of the expectations of Board members:
 1. Attend annual Board meetings for the 4 successive meetings of the term (reimbursement for travel expenses is available in case of need).
 2. Support the Board to the extent that time permits in one's area of professional expertise (examples: legal, journalistic, fund raising, administration, outreach, computerization).
 3. Familiarize oneself with prior Board decisions and with existing organizational structure in order to participate as fully as possible in Board discussions.
 4. Nurture the growth of Servas, both in the regional area one represents and nationally.
 5. Undertake a major project or committee responsibility for which you will be the main liaison between the Board and on-going work of US Servas. Such responsibilities will be suggested by the Board or National Chairperson with sensitivity to the nature of each Board member's professional and personal obligations.
 6. Enhance the overall strength and effectiveness of the Board in "wealth, wisdom, and work" through one's own efforts and one's choice of new Board members.
 7. These are not intended to imply any change in the level of responsibility of members already on the Board. *November 1989 Board Minutes*
- Board members and officers who seek reimbursement should be reimbursed for travel to meetings at not more than economy class fare. *January 25-26 1992*
- The Board decided to reimburse members for both economical transportation to and from the conference site and meals and lodging during the conference, but members are strongly encouraged to pay as much as they can as a contribution to the organization. *August 21-23 1993*

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- To insure consistency with past policy, the Board approved a Board Policy Manual with policies organized under headings. *August 21-23 1992*

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Bylaws

- All final decision-making authority rests with the Board. *July 16-17 1988*
- The Board decided to set a policy enabling members to appeal Working Committee decisions. *July 16-17 1988*
- Whether or not we keep corporate statues, Servas should remain a non-profit organization. *November 11 1989*

Communications

- Official communications, insuring the clarity of issues and collective decision-making is essential. Guidelines were established for consultation with the Chair and notification of the Board (a phone, fax, email chain followed by confirmation of decisions in writing). The necessity of keeping the Board informed of all activities outside of usual office procedure was emphasized. The role of the Board in the decision-making process was stressed. The Chair is the person of ultimate responsibility for the statements made by the organization. *July 26-28 1991*
- The process of adequate communication between Board Members should be discussed routinely with incoming Board members. *July 26-28 1991*
- The Newsletter Editor and the Newsletter Mailing Coordinator should automatically be members of the Communications Committee. *July 26-28 1991*
- The need for more communication between the Board and the Financial Committee and the Treasurer was agreed upon. A resolution was drawn up: the Board resolves that the new National Chair, in conjunction with the outgoing National Chair and Treasurer and other members, as he/she sees fit, draw up a plan for the communication of policy and direction from the National Chair and board to the Treasurer and Financial Committee and the flow of info and data from the Treasurer and Financial Committee to the National Chair and Board. *January 25 1992*

Check Signers

- Proper procedures are to be followed to change the signers on all accounts to include the following positions: Chairperson, Treasurer, a member of the Administrative Committee, and a member of the Financial Committee. *July 1991*

Contributing Members

- A program for developing Contributing Members to Servas is to be created. *July 18 1987*
- Prizes should not be offered by Servas for contributing, but should grant travel fee reductions to individuals who request that their special monetary contributions be applied to their fees. *July 16-17 1988*
- Contributing Members who are currently neither hosts nor travelers should be called "Friends of Servas" to reflect the new idea that all members are no urged to contribute financially. *July 16-17 1988*
- Contributing Member registration was raised from \$15 to \$25 at 1992 Annual Meeting. *August 21-23 1992*

Contributions by Servas

- As an organization US Servas should not, as a rule, make contributions to individuals or organizations. *November 19, 1992*

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- No individual or organization appeals should appear in the Newsletter. *November 19, 1992*

Deposits

- The travel report form is to have a check-off for the donation of the refundable deposit. *October 19, 1985*
- Decision was made to include legal language on the traveler's Letter of Introduction that would allow deposits made on lists to be considered forfeit if unclaimed within six months after the expiration of said letter. *July 18, 1987*
- A policy was adopted to move unclaimed deposits from liability to income after two years starting with deposits paid in 1991. This does not contradict the 1987 Board decision. Earlier unclaimed deposits will be divided between capital and operation reserves and a special project fund. The income gained each year, starting in January 1993, is not designation by this Board action but may be altered. The accounting method used to determine which deposits are unclaimed is to:
 1. divided the account on paper into current and prior years,
 2. add deposits being paid to the current account,
 3. charge refunds of current deposits to the current account,
 4. charge refunds of all prior years to the prior account,
 5. at the end of each year declare all money remaining in the prior account as income and move money in the current account to the prior account. (July 26/28, 1991 Board Minutes)
- Regarding Unrefunded Deposits, although the policy is that it becomes income on year after the end of the year paid, the Board agreed to refund the occasional traveler who requests a deposit after the year has elapsed. (November 19, 1992 Board Minutes)

Election Procedures

All travelers are valid voters for one year, regardless of the date they joined. The year in question will be the one ending at the end of the month in which the election is to take place. (July 26/28, 1991 Board Minutes)

- An election announcement and Voting Status Form are to be included in the Newsletter. (January 25/26, 1992 Board Minutes)
- Voting Status Forms are to be sent to new hosts and travelers with their welcome packet or processed Letter of Introduction. (January 25/26, 1992 Board Minutes)
- Their year of voting membership is to be started upon receipt of the traveler's Voting Status Form. (January 25/26, 1992 Board Minutes)
- Interviewers are to receive election information in their Interviewer Packet to provide the traveler or host with information about election.
- The Nominating Committee is to clearly state the length of term of candidates and put it on the ballot as well as inform the National Chair who the candidates are. (January 25/26, 1992 Board Minutes)
- A record date was created for the finalized list of Electors at 10 days before the date set to count the ballots. In other words, members can request ballots only until 10 days before the results of the election are tabulated.
- The ballot is to be rewritten as to be self explanatory. (January 25/26, 1992 Board Minutes)
- Ballots arriving after the vote counting will be opened to check for unrelated material and then destroyed. (January 25/26, 1992 Board Minutes)
- A procedure is to be set for secrecy and accuracy. (January 25/26, 1992 Board Minutes)
- Any membership mailing is to be reviewed by the National Chairperson; and any election mailing is also to go to Legal Counsel for review. (January 25/26, 1992 Board Minutes)

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- It was decided, contrary to the Board decision in January 1992, not to destroy late ballots. To distinguish between timely and late ballots, the Board decided to date stamp timely ballots on the date they are counted and to date stamp late ballots on the date they arrive. (May 13, 1992 Board Minutes)
- Unless otherwise stated, a ballot is to be sent to the address of each elector as it appears in the computer. Should there be any question, the elector should be contacted before the distribution of the ballot. (August 21/23, 1992 Board Minutes)
- Election information and the Voting Status Form are to be emphasized in the Newsletter. (August 21/23, 1992 Board Minutes)
- A Voting Status Form is to be sent to all travelers along with their processed Letter of Introduction as a routine procedure. (August 21/23, 1992 Board Minutes)
- The election calendar is to be revised so that elected candidates have enough time to coordinate their attending the Annual Board Meeting. (August 21/23, 1992 Board Minutes)
- Candidate's address and phone number should be included in Candidate Statements. (August 21/23, 1992 Board Minutes)
- Ballots are to be brought to the Annual Meeting and made available for a recount, if requested, and be destroyed afterwards. All ballots from previous elections are to be destroyed. (August 21/23, 1993 Board Minutes)
- The By-Laws are to be amended to prohibit the validity of write-ins. (August 21/23, 1993 Board Minutes)
- To ensure secrecy, the Board approved stamping ballots with ascending numbers. (August 21/23, 1993 Board Minutes)

Financial Committee

- The Financial Committee will determine the actual liability of US Servas for host list deposits, develop a system to keep current liability, make a proposal to the Board for the non-operating use of the Currently Held Deposits for which the organization is not liable, prepare a budget for 1991, arrange for an audit of 1990 records, prepare the 1990 financial reports for the membership and for government purposes, and perform other matters related to current finances. (July 22/23, 1990 Board Minutes)
- Financial Committee duties: to make a recommendation to the January Board meeting of the size of capital and operating reserve funds; to prepare a budget for 1992 by November 15, 1991 that includes reserve funds; to advise the January Board meeting on options regarding CPAs and insurance for Board members; to develop a system to keep current on liability; to arrange for a review or audit of 1991 records depending on the Board decision in January regarding an audit; to prepare the 1991 financial reports for the membership and the government; and to do other matters related to current finances. (July 26/28, 1991 Board Minutes)

Financial Matters

- The major burden of financing should be shifted away from travelers' fees. (July 18, 1987 Board Minutes)
- Servas should continue to accept such grants from corporations unless they being to constitute a substantial portion (5%) of Servas' income, at which time this policy will be reassessed. (July 22, 1989 Board Minutes)
- The Treasurer will balance the checkbook monthly to be in accordance with the monthly bank statement. (January 25/26, 1992 Board Minutes)
- The international list printing is to be listed as an expense. (January 25/26, 1992 Board Minutes)

Group Trips

- San Francisco had hosted the Japanese group trip but with some difficulty. It was decided that in the future US Servas would accept groups only if they would go to areas that asked to host them. (October 19, 1985 Board Minutes)

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Host List

- The 1992 US Servas Host List is to be printed in three sections. (January 25/26, 1992 Board Minutes)
- In the printing of the 1992 Host List all techniques will be considered to increase the number of listings per page and the use of lighter weight paper. (January 25/26, 1992 Board Minutes)
- Area Listings are to be sent only to new hosts requesting them. (May 13, 1992 Board Minutes)
- Production of an annual host list is to continue. (November 19, 1992 Board Minutes)
- Hosts are to be offered the opportunity to request their regional list during registration in place of the Area Listing. The regional list is to be used by hosts for regional contact only. (August 20/22, 1993 Board Minutes)

Hosts

- Hosts who are ethnically/culturally different are to be targeted for recruitment. In support of Servas International, US Servas members are to seek out, befriend, and spread the Servas spirit to individuals from countries with few Servas hosts. (October 19, 1985 Board Minutes)
- Hosting of people attending peace conferences is supported, if the local area where the conference is wants to do this additional hosting, and if hosts can expect to gain from the experience as well as give. (October 19, 1985 Board Minutes)
- Where more hosts are needed, local publicity is to be used in dispersed areas and restaurant meetings in concentrated areas. (October 19, 1985 Board Minutes)
- Rather than try to develop a list of rules for hosts to give travelers, the Board asked that in 1986 host be given "Responsibilities of Travelers" and that there be an article in the US Servas News suggesting what is asked of travelers. (October 19, 1985 Board Minutes)
- The Board decided against instituting a mandatory host membership fee. (July 18, 1987 Board Minutes)
- The voluntary host registration fee was raised from \$15 to \$25 at the annual meeting in 1992. (August 21/23, 1993 Board Minutes)
- When necessary, Host Re-registration should be sent by first-class mail in order to speed the process. (August 21/23, 1993 Board Minutes)
- A description of host benefits (one free visit, \$15 to travel in USA) is to be added to the cover letter. (August 21/23, 1993 Board Minutes)
- A check-box is to be added to the form for hosts to request the one-free-visit coupon. (August 21/23, 1993 Board Minutes)
- Host Statement of Purpose: I/We understand and subscribe to the goals of Servas, which are to promote Peace, the unity of humankind, and mutual understanding of the cultures, outlooks, and problems of the people of the world, and I/We accept approved Servas travelers of any race, creed, sexual orientation, nationality and seek to have a meaningful visit with each. (November 19, 1992 Board Minutes)
- Organizations cannot apply to US Servas as travelers or as voting members, only individuals; but organizations may apply to be hosts. (November 19, 1992 Board Minutes)
- Question was raised as to how to prevent a host whose membership has been revoked, following the procedure set in the Bylaws, from receiving travelers. A general suggestion was to write a "cease and desist" letter to the host and to send travelers to the former host. (Feb. 8, 1993 Board Minutes)
- Creation of a bright US stamp approved to use on hosts' Letter of Introduction instead of the Servas International stamp. (August 20/22, 1993 Board Minutes)

Interviewers

- It is reasonable for interviewers to confirm annually that they did want to continue but that it would be as easy as possible. (October 19, 1985 Board Minutes)
- The central role of interviewing is to maintain the quality of hosts and travelers and their visits. (October 19, 1985 Board Minutes) A copy of host registrations needs to be sent to

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interviewers, and routine host re-registrations need not to be kept after the year they're for, since, in both cases the information appears in the host list. (October 19, 1985 Board Minutes)

- Interviewers should consult with the National Chair before approving a host or traveler in unusual circumstances. (July 26/28, 1991 Board Minutes)

Key People

Procedure to name a new key person: 1) the applicant completes the form attached to these minutes; 2) if there is another key person in the area, they write a letter of recommendations and need; 3) Steering Committee review the application and recommendation and confirm the person, subject to periodic review. (October 19, 1985 Board Minutes)

Reva King Memorial Booklet

- A Reva King Memorial Booklet was approved, including all letters, poems, and articles written in her honor. To receive the booklet, members will be asked to cover the costs of postage and handling. (August 20/22, 1993 Board Minutes)

Leadership Assistance

- It was clarified that transportation subsidies are given to get the best people to national and international meetings. (October 19, 1985 Board Minutes)
- To provide active Servas volunteers the opportunity to attend National Conferences to which they could no otherwise afford to attend, \$300 is to be set aside in the 1994 Budget for leadership development by subsidizing less than half of the costs involved in attending the National Conference. Publicity of this fund is to be in the Newsletter. The recipients of this fund will be decided at the May board meeting. (August 2/22, 1993 Board Minutes)

Local Groups

- Local meetings should be self-funding. (October 19, 1985 Board Minutes)
- Reimbursement up to \$50 for postage costs incurred at local host/traveler/contributor special events is to be provided if donations by events attendees were requested. (August 20/22, 1993 Board Minutes)

Membership Committee

- The Membership Committee will oversee the appointment of Key People and the revocation of Membership, the orientation of interviewers, and the recruitment of new talent. It will encourage local and regional Servas activities as well as advocating local and regional direct, practical support for US Servas national office operations. (July 22/23, 1990 Board Minutes)
- There should be three major Membership Committee tasks for 1991-92, under the responsibility of three separate subcommittees for the Membership Committee:
 - 1) Key People Subcommittee: Review and develop procedures for selecting new key persons; update all key person job descriptions and key person list; and develop procedures for handling situations in which a key person is not functioning adequately. This committee will consist of at least the National Chair, the Legal Counsel, and the Administrator.
 - 2) Host Interviewing Subcommittee: Review and update of host interviewer material; create deposit refund cards and host checklists; investigate the possibility of giving the host the host packet at the time of the interview.
 - 3) Regional Participation Subcommittee: Devise methods of greater regional and local involvement in the worked of US Servas, with appropriate coordination between activities of the subcommittee and others with related roles including the Board, the Administrative Committee, Area Representatives, the Communications Committee, and other subcommittees of the Membership Committee. Specific tasks for 1991-2 should include developing a proposal for US Servas regions and their potential uses

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(including in the host list); and developing pilot projects and/or proposals for regional participation in preparation of the 1992 host list. (July 26/28, 1991 Board Minutes)

National Chairperson

- There is a team function between the Administrator and the National Chairperson, and the National Chairperson has the authority to take action on things that for reasons of timing or confidentiality to go beyond staff and cannot be worked out by an appropriate governing body. (November 11, 1989 Board Minutes)

Newsletter

- Servas should publish newsletters four times per year. (July 16/17, 1988 Board Minutes)
- Peace Secretary made a commitment to write a "peace column" for the next newsletter. (July 16/27, 1998 Board Minutes)
- The newsletter would be the most appropriate forum for encouraging individual Servas members and local groups to participate in Universal Declaration of Human Rights anniversary activities. (July/17, 1988 Board Minutes)
- The newsletter editor is to be encouraged to publicize financial reports in US Servas News. (July 22, 1989 Board Minutes)
- Greater National Chair oversight, but not supervision, of the Newsletter was recommended. (January 25/26, 1992 Board Minutes)
- Regular inclusions in the newsletter of a column by the National Chair was recommended. (January 25/26, 1992 Board Minutes)

Peace Secretary

- When it is suggested that Peace Contacts write to their Congressperson, it is to be clarified it is as an individual and not as a representative of Servas, and that it is not required. (October 19, 1985 Board Minutes)

Physical Disabilities

- We want to continue to educate Servas hosts and try to involve people with physical disabilities in Servas. (October 19, 1985 Board Minutes)

Publicity

- Whether or not any grant money is received, copies for distribution of a video on Servas shown on Manhattan cable TV should be made. (October 19, 1985 Board Minutes)
- Continue to accept publicity form all sources (including budget travel books) that will clearly state our purpose of peace and international understanding. (October 19, 1985 Board Minutes)
- Publicity we initiate, including US Servas News, should in 1986 highlight our goal of recruiting ethnically/ culturally diverse hosts. (October 19, 1985 Board Minutes)

Restricted Building Fund

- Formation of a Restricted Building Fund was approved. The use of this fund shall be limited to the purpose of: 1) Assessing the feasibility of relocating the office of US Servas into a building owned by US Servas; 2) Acquisition, renovation, or improvement of such owned building; 2) Start-up and relocation costs associated with a move of the US Servas office in an owned facility. (August 20/22, 1993 Board Minutes)
- The existence of the fund is not to be published without prior study. A Building Committee was informed to investigate the feasibility of buying a building.
- It was decided that US Servas will not sell products not produced by US Servas or Servas International. (August 20/22, 1993 Board Minutes)

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Sexual Orientation

- Host Statement of Purpose was amended to include; I/We will accept approved Servas travelers of any race, creed, sexual orientation, or nationality. (November 19, 1992 Board Minutes)

Special Projects

- Creation of a budget amount of \$500 to support Board approved local pilot projects was approved. The criteria for allocating these moneys would be decided by a Special Projects Oversight Committee, which is a special committee of the Board. The purpose of this committee is to review and recommend to the Board local pilot projects to be funded. (July 22/23, 1990 Board Minutes)
- Recommendations from the Financial Committee regarding special projects will be incorporated into the Special Project Oversight Committee. These include: Projects either be limited to one-time or short-time activities, or contain clear and definite provision for becoming self-funding at the local level within two years. All projects contain an estimate of their expected cost in enough detail to allow review of these costs for reasonableness. Each project proposal contain the name of one person to act as a treasurer, to keep US Servas for reimbursement on a regular basis. Each project bear the signatures of at least four Servas members who agree to sponsor the project, and to share responsibility for carrying it out. Deadline be established both for the submission and the completion of projects. (July 26/28, 1991 Board Minutes)

Staff

- It was decided to provide all full-time employees of US Servas with 90% average current cost of health insurance coverage to begin January 1993. (November 19, 1992 Board Minutes)
- In anticipation of the position of Assistant Administrator opening in October 1993, the following hiring procedures were approved:
 1. Board of Directors be informed of the position opening.
 2. Salary range be determined by the Administrative Committee.
 3. Hiring process and final decision of the Assistant Administrator be done by the Administrator and National chairperson.
 4. Advertising for the current Assistant Administrator position will begin the first week in September. (May 17, 1993 Board Minutes)
- Procedure to hire the Administrator are as follows:
 1. A Screening Committee consisting of at least three persons will be appointed by the National Chairperson. It will include a Board member if possible.
 2. The Screening Committee will compose and place the ad, read resumes, and choose and interview reasonable possibilities. Throughout the process the committee will be in contact with the Chairperson.
 3. Resumes of all interviews will be determined by the Administrative Committee, which includes the Chairperson and the Treasurer, and any Board member who requests them.
 4. The salary range will be determined by the Administrative Committee, which includes the Chairperson and the Treasurer, and the Board will be informed.
 5. The Screening Committee will forward the three best candidates to the Chairperson for final consideration. The committee will not offer the position to any candidate.
 6. The Chairperson will interview the candidate(s) felt qualified and may, at his/her discretion, ask for more candidates to interview.
 7. The final candidate is determined by the Chairperson.
 8. The candidate chosen by the Chairperson is subject to the telephonic approval of the Board. A Summary of the candidate's perceived strengths, and salary must accompany the recommendations. (August 20/22, 1993 Board Minutes)

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Travelers

- All travelers who submit a signed form to become electors are valid voters for one year, regardless of the date they joined. The year in question will be the one ending at the end of the month in which the election is to take place. (July 26/28, 1991 Board Minutes)
- Traveler's fee was resolved to be raised from \$45 to \$55. It was agreed that \$5 of the traveler membership fee should not be disbursed in the budget so there is a fund balance for the future. The increased membership fee is to go into effect March 1, 1992. (January 25/26, 1992 Board Minutes)
- To defray postage costs, it was decided to charge travelers a postage and handling fee of \$5 for an initial request of more than 5 lists, and \$20 for any request for fast mail (Express Mail, Federal Express, UPS, etc.). (January 25/26, 1993 Board Minutes)
- The "Servas-to-Servas" traveler fee was raised from \$10 to \$15 to cover the price of the international stamp. (August 21/23, 1992 Board Minutes)

UNA-USA

- US Servas would rejoin UNA-USA by paying \$100 for the second half of 1986 as well as encouraging individual members to join their local chapters. (June 30, 1986 Board Minutes)
- Renewal of membership in UNA-USA was approved, but a request was made that a clear statement be submitted to the Board on how this membership relates to activities of a Peace and Social Justice Committee. (July 22/23, 1990 Board Minutes)

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