



## 2011-2012 Delegate/Alternate Delegate Self Study

### Materials Needed

To complete the activities in this self study, you will need the *Leader's Digest Blue Book of Basic Documents* 2009, and a copy of the Girl Scouts of Minnesota and Wisconsin River Valleys Bylaws. You may find both documents on the River Valleys website at [GirlScoutsRV.org](http://GirlScoutsRV.org).

### Course Objectives

After completing this self study, you will be able to:

- State the difference between Governance and Operational issues
- List methods to engage and support girl delegates
- Describe Delegate Dialogue meetings and the information exchange process
- List methods of soliciting and summarizing input from volunteers
- Explain how to facilitate a constructive exchange of ideas and viewpoints
- Describe the elements of an effective service unit information meeting
- Describe how to effectively report delegate information to volunteers
- Demonstrate proper Robert's Rules of Order procedures in council meetings
- Outline the delegate's role in relation to the annual Member meeting

### Course Completion

Throughout this self study, there will be "Checking In" questions for reflection. These are for your use only and do not need to be turned in.

Complete and return this page of the self study, along with the evaluation on the last page, to record your completion of delegate/alternate delegate training. Return forms to:

Girl Scouts of Minnesota and Wisconsin River Valleys  
Attn: Adult Development  
400 Robert St. South  
St. Paul, MN 55107

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (home) \_\_\_\_\_

Service Unit \_\_\_\_\_

Email address: \_\_\_\_\_

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**Visit River Valleys’ Delegate web page often to stay up-to-date on all information regarding River Valleys delegate and governance information. Go to [GirlScoutsRV.org](http://GirlScoutsRV.org) and search for Delegate.**

**Email delegates [@girlscoutsrv.org](mailto:@girlscoutsrv.org) with any questions or comments about the delegate engagement process.**

# Thank You for Volunteering

Congratulations! Representing Girl Scouts of Minnesota and Wisconsin River Valleys as a delegate is an honor and a privilege. The delegate system somewhat mirrors our elected legislators, who represent constituents. You are nominated by your peers and elected by those who are members of your service unit. When you accept the nomination, you are proudly stating your commitment to place the needs and desires of River Valleys' members above your own personal interests.

Girl Scouting holds the basic belief that in the Girl Scout Movement, girls and adults can influence decisions and activities in matters of governance and operations, and have access to those responsible for decision-making.

As a delegate/alternate delegate, you gather and share ideas, get ideas put into action, resolve problems, and clarify issues with enthusiasm and concern, serving as the primary communication link between your area Girl Scout members and River Valleys' Board of Directors.

Thank you for agreeing to represent the Girl Scout membership in your area to shape and drive the governance of the Girl Scouts of Minnesota and Wisconsin River Valleys. We appreciate your time, talents, and knowledge, as you help to make sure that Girl Scouts remains the place where girls build courage, confidence, and character to make the world a better place.



## Checking In

Before beginning the self study, take a moment and reflect on how you feel right now about serving as a delegate/alternate delegate. Record your thoughts. At the end of the self study, there will be a chance for you to look back on these first reflections.

1) What do you think are the responsibilities and duties of a delegate/alternate delegate?

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2) What are some questions or concerns you have about the position?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_



## Delegate/Alternate Delegate Volunteer Position Description

- Term:** Adult Delegate: One year, January 1 – December 31  
Girl Delegate: One year, January 1 – December 31
- Purpose:** As a “Member,” as defined in Section 2.1 of the River Valleys By-Laws, of River Valleys, delegates/alternate delegates are entitled to attend “Member” meetings and have a vote with respect to the election of Directors-at-large, Elected Officers, Board Development Committee members, and National Council Delegates. Delegates are the communication link between River Valleys’ girls, volunteers, and Board of Directors.

### RESPONSIBILITIES:

#### A. Participation:

1. Attend River Valleys’ Member meetings.
2. Vote in elections for Directors-at-large, Elected Officers, Board Development Committee members, and National Council Delegates.
3. Vote on by-law amendments that change or alter the rights of Members.
4. Complete required position training.

#### B. Communication and Leadership:

1. Facilitate the constructive exchange of ideas and viewpoints in the Delegate Region.
2. Participate in delegate forums, and provide information in a timely manner to the Board of Directors through appropriate channels.
3. Attend Member meetings and articulate the views of volunteers, while respecting the democratic process.
4. Support decisions made at Member meetings and report information back to the Delegate Region constructively and positively.
5. Follow all GSUSA and River Valleys’ policies, standards, and procedures.
6. If necessary, submit resignation via Email or writing sent to [Delegates@Girlscoutsrv.org](mailto:Delegates@Girlscoutsrv.org) or to the attention of the Senior Vice President Northeast – Membership and Volunteer Services at the River Valleys’ St. Paul Service Center.

#### **Adult Delegate:**

7. Mentor girl delegates, ensuring that they understand and have an opportunity to carry out their role.

#### C. Financial:

1. Promote and support River Valleys’ Family Fundraising Campaign, Cookie Program Activity, and Fall Product Program in relationship to your volunteer position.

### QUALIFICATIONS:

#### **Adult Delegate:**

1. Be willing to fully participate in volunteer application and screening process.
2. Must be an appropriate role model for girl delegates.

#### **Girl Delegate:**

3. Be age 12 or older on the day of River Valleys annual meeting (January 21, 2012).

#### **Both:**

4. Currently registered member of the Girl Scout Movement through River Valleys.
5. Be elected by Delegate Region or appointed by the Board of Directors.
6. Demonstrate effective communication skills.

7. Possess mature judgment, flexibility, and enthusiasm.
8. Practice welcoming and inclusive behavior toward people of all ages, races, religions, cultures, abilities, sexual orientation, gender, educational, and economic backgrounds.
9. Committed to speak and act in a manner consistent with the Girl Scout mission, Promise, and Law.

**BENEFITS:**

1. Opportunity to influence decisions which benefit all girls in River Valleys' jurisdiction and shape the future of River Valleys.
2. Gain knowledge about governance and decision influencing processes.
3. Opportunity to use facilitation and communication skills.

**RIVER VALLEYS' RESPONSIBILITIES TO OUR VOLUNTEERS:**

1. Strive to match your skills and talents with an appropriate volunteer position.
2. Provide a volunteer position description and orientation to your position, River Valleys, and GSUSA.
3. Provide position-specific training, and document when completed.
4. Provide an extensive network of resources, contacts, and programming ideas, and ensure services, materials, and resources are available and accessible.
5. Provide current information on upcoming events and activities through newsletters, meetings, and online resources.
6. Provide ongoing support, guidance, evaluation, and recognition of your volunteer service.

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## Governance and Operations

The Minnesota Nonprofit Corporations Act, which governs River Valleys' operations, provides that "the business and affairs of a [nonprofit] corporation must be managed by or under the direction of a Board of Directors." The Board of Directors is accountable for maintaining and preserving the mission and finances of a nonprofit organization for the benefit of the greater good of the community. By law, Board members are subject to fiduciary duties requiring them to consider the impact of their decisions on the short and long term needs of the organization as a whole.

Members of the Board of Directors ("Directors") are volunteers. They include:

1. 20 Directors-at-large elected by the Voting Members (see below)
2. The Elected Officers of the Council
3. The Chair of the Board Development Committee

Directors-at-large serve a term of 2 years, and may not serve more than three consecutive terms as a Director-at-large. Directors act by a majority vote, and are prohibited by state law and the River Valleys' Bylaws from voting via a proxy.

To benefit all of the girls in River Valleys' jurisdiction and to make the most of the delegates/alternate delegates' volunteer skills and experience, it is important to understand which role the delegates are playing when, and to speak and make judgments according to that role. Policy-influencing volunteers rely on their experiences as operations volunteers, but to be most effective, they must consider their role and be aware of how that role plays out in each setting.

Delegates are policy-influencing volunteers. Delegates are part of a larger group of voting Members ("Members") who, pursuant to the River Valleys' Bylaws, have the right to vote with respect to specific actions brought before the Members. Members of the Council are not to be confused with members of the Girl Scout movement.

Members of River Valleys include:

- (1) Up to 600 delegates elected by Delegate Regions.
- (2) Up to 50 delegates-at-large appointed by the Board of Directors
- (3) The Board of Directors
- (4) Members of the Board Development Committee
- (5) Past Presidents of the Council or predecessor Girl Scout Councils who have requested to be included as a Member.

Girls can serve as delegates so long as they are age 12 or older, a member of the Girl Scout movement, and registered through the Council. Members (including delegates) have the right to vote with respect to specific matters. Members are entitled to elect Directors-at-large, Elected Officers, Board Development Committee members and National Council Delegates. Furthermore, if the Board of Directors has approved changes to the Bylaws of the Council that alter the rights of the Members, such Bylaw amendments must also be submitted for the approval of the Members. A quorum for meetings of the Members is 25% of the Members. The River Valleys Bylaws prohibit Members from voting via a proxy. The Members take action by a majority vote of the Members present at a duly-called meeting of the Members.

## Processes in Girl Scouting fall under two categories: Governance and Operations

**Governance** in Girl Scouting is the process by which the Board of Directors, led by the Board Chair, exercises its ultimate authority and fulfills its responsibility:

- For furthering and ensuring the Girl Scout Mission
- For the care, custody, and oversight of Girl Scouting within its jurisdiction
- For providing strategic direction and leadership for River Valleys

Governance – noun.

1. The act of governing; exercising authority; “regulations for the governing of an organization.”
2. The persons (or committees of departments, etc.) who make up a governing body and who administer something; “the governance of an association is responsible to its members”

**Operations** in Girl Scouting is the process by which the chief executive officer fulfills the responsibility for:

- Developing and implementing systems and processes to carry out the strategic direction set by the board of directors
- Providing leadership and direction to the employees and operational volunteers in carrying out the day-to-day operations of River Valleys
- Supporting the Board of Directors in carrying out its governance responsibilities

Operations – noun.

1. The performance or a practical work or of something involving the practical application of principles or processes.
2. a: The quality or state of being functional or operative <the plant is now in *operation*> b: a method or manner of functioning <a machine of very simple *operation*>

## Examples: Governance and Operations

There is a definite division of the areas of Governance and Operations. Those who create and dictate policy (those who govern) do not deliver program. Those who deliver the program (those in operations) do not sit on the Board of Directors, nor set policy.

### Governance (Examples)

- Serve as a delegate/alternate delegate
- Elect Directors, National Council Delegates, and Board Development Committee members
- Approve the policy for communicating training policies for volunteers
- Approve strategic and annual business plans and budgets
- Approve operational policies, including personnel and developmental policies
- Oversee financial condition by approving annual budgets and monitoring financial statements
- Create task forces to address strategic issues, for example: Properties Task Force
- Hire and evaluate C.E.O.

### Operations (Examples)

- Hire and supervise staff
- Design training sessions
- Partner on the Family Fundraising Campaign
- Determine the process and application for financial assistance
- Supervise the work of task forces, for example: Cookies
- Review applications for volunteer recognition awards and approve appropriate applications



### Checking In

Based on the information above, decide whether these tasks fall under Governance or Operations, and place an X in the appropriate column.

Task	Governance	Operations
Approve volunteer training policies	X	
Design training sessions		
Approve annual budget		
Review volunteer award applications		
Elect Board members		

# Governance Roles

Governance: Decision Influencing Volunteers	
<p><b>Delegates</b> (Elected by area volunteers)</p>	<p>Elect the:</p> <ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Board Development Committee members</li> <li>• National Council Delegates</li> </ul> <p>Influence policy by:</p> <ul style="list-style-type: none"> <li>• Participating in service unit information meetings</li> <li>• Facilitating the constructive exchange of ideas and viewpoints in their delegate region to ensure members' feedback is informed</li> <li>• Attending Delegate Dialogue or other Member meetings to articulate the views of members of the Girl Scout movement, while respecting the democratic process</li> </ul> <p>Demonstrate leadership by:</p> <ul style="list-style-type: none"> <li>• Supporting decisions made at Member meetings and reporting information back to the delegate region</li> <li>• Constructively and positively mentoring girl delegates, ensuring that they understand and have an opportunity to carry out their role</li> <li>• Promoting and supporting the Family Fundraising Campaign and River Valleys' product sales program activities.</li> </ul>
<p><b>Alternate Delegates</b> (Elected by area volunteers)</p>	<ul style="list-style-type: none"> <li>• Duties mirror those of the council delegates.</li> <li>• Votes at the annual meeting or other Member meetings only if there is a need to fill a delegate vacancy resulting from a delegate's written resignation.</li> </ul>
Governance: Elected To Serve	
<p><b>Board of Directors</b> (Elected by delegates)</p>	<p>Has ultimate authority and fulfills its responsibility for furthering the Girl Scout mission by:</p> <ul style="list-style-type: none"> <li>• Hiring the Chief Executive Officer (C.E.O.)</li> <li>• Approving the annual Budget</li> <li>• Approving key policies and governing document revisions (Articles of Incorporation and Bylaws)</li> <li>• Providing oversight of Girl Scout programming</li> <li>• Providing oversight of asset management and long-range planning</li> <li>• Providing financial stewardship and strategic leadership direction for River Valleys</li> </ul> <p>Responsible to:</p> <ul style="list-style-type: none"> <li>• GSUSA for compliance with charter requirements</li> <li>• Minnesota state government for adhering to state corporate charter (Articles of Incorporation)</li> <li>• Federal government in matters relating to the Council's federal tax exemption</li> </ul>
<p><b>Board Development Committee</b> (Elected by delegates)</p>	<ul style="list-style-type: none"> <li>• Provides a single slate of nominees to fill vacancies among the Board of Directors at the annual Member meetings, in accordance with the Bylaws.</li> <li>• Provides orientation to Directors</li> <li>• Provides assessment and evaluation tools for selection criteria</li> </ul>

## Operations Roles

Operations Staff and Volunteers	
<b>Chief Executive Officer</b>	<ul style="list-style-type: none"> <li>• Paid staff member</li> <li>• Accountable to the Board of Directors for developing and implementing a system and processes to carry out the strategic direction set by the Board</li> <li>• Provides leadership and direction to staff and operational volunteers</li> <li>• Supports the Board in carrying out its governance responsibilities</li> <li>• Responsible for hiring and the work of River Valleys' paid staff</li> </ul>
<b>Operations Volunteers</b>	<ul style="list-style-type: none"> <li>• Carry out assignments focused on the operations of River Valleys</li> <li>• Elected by their service unit and/or appointed by staff</li> <li>• Ultimately accountable to C.E.O.</li> <li>• (Examples: service unit manager, organizer/recruiter, River Valleys facilitator)</li> </ul>
<b>Community Network Volunteers</b>	<ul style="list-style-type: none"> <li>• Sought out by the C.E.O. to assist the staff</li> <li>• Initiate and participate in two-way conversations within communities on behalf of River Valleys</li> <li>• Build and maintain relationships with individuals</li> </ul>



### Checking In

Directions: Using your copy of the *Bylaws of the Girl Scouts of Minnesota and Wisconsin River Valleys*, identify the answers to the following questions. Write the answer to the question in the box, as well as the section number where you found the information.

Question	Answer	Section Number
How many delegates are elected by delegate regions in River Valleys?		
How many delegates-at-large are appointed by the board of directors?		
A River Valleys girl delegate must be how old?		
What constitutes a quorum for a meeting of the members?		
May members vote by proxy?		
Directors-at-large serve a term of how many years?		

## **Girl Delegates**

Serving as a delegate for River Valleys offers girls a unique leadership opportunity. River Valleys' Decision Influencing Model reflects the belief that the girl is at the heart of Girl Scouting, and each girl holds an important voice in influencing River Valleys' policies.

To be eligible to be a River Valleys delegate, the girl must be at least 12 years of age by the date of River Valleys' annual meeting, be a member of the Girl Scout Movement, and be currently registered through the Council.

### **How can adult delegates support the work of girl delegates?**

- Assist with the recruitment of girl delegates
- Model and teach leadership skills needed by girl delegates
- Network with other community groups, involving the girls where appropriate
- Attend, along with a team of girl delegates, River Valleys' Girl Summit
- Monitor girl delegates' participation and progress toward Take Action project goals
- Participate in public relations, fundraising, and evaluation efforts as needed

### **What does a girl delegate mentor need?**

- Desire to empower girls to take action on issues affecting them now and in their futures.

### **What are the benefits to working with girl delegates?**

- Ability to network and create alliances with girls and women from around River Valleys and the world through participation in River Valleys' Girl Summit and the girls' Take Action projects.
- Opportunity to learn from girls, develop their leadership potential through mentoring, and work toward improving girls' lives and the lives of people worldwide.

# Governance: Generating and Influencing

Delegates are voices for service unit regions on policy issues. It is important that delegates understand what a policy is, what groups are involved in influencing and generating policy, how policy input is gathered, and how decisions are communicated. Delegates serve as a communication link between their community and the Board of Directors.

## **What is a policy?**

A policy is an established course of action that must be followed.

Policies are established by Girl Scouts of the USA (published by the *Leader's Digest Blue Book of Basic Documents*) and the Board of Directors of River Valleys.

Policies are binding and must be followed, without exception.

## **What are the responsibilities of policy making and influencing groups?**

Policy making is a responsibility that belongs solely to the Board of Directors. Only the Board of Directors can establish, change, or grant exceptions to existing policies.

Policy influencing is a responsibility shared by registered members of the Girl Scout movement, 12 years of age or older. Policy influencing groups (service units, service unit delegates, Board Development Committee members, board committee members and task groups, etc.) provide valuable input to the Board of Directors and C.E.O. to guide them in accomplishing the work of the Council.

## **What are community networks?**

Community networks assist the C.E.O. and River Valleys staff in gathering community information and building and maintaining relationships with individuals.

Community networks will be made up of community leaders, contributors, and/or River Valleys' volunteers; and will provide an essential link between donors, communities, local governments, businesses, and the C.E.O.

Delegates/alternate delegates are expected to take part in community network meetings held within their communities. Community network meetings are often held as a part of a regular service unit leader meeting.

## **What are Delegate Dialogue Meetings?**

At River Valleys, Delegate Dialogue meetings (meetings to discuss Girl Scout matters) are held on major issues, for the purpose of giving feedback and guidance to the Board of Directors. The information gathered at the forums assists the Board of Directors in making the most appropriate policy decisions. With the exception of the adoption of the agenda, elections, and upon request of the Board of Directors, approving amendments to the Bylaws, there are few items that require voting by Members at the annual Member meeting, but active and informed participation in forum discussions is a primary role of the delegate/alternate delegate as a policy influencer.

At Delegate Dialogue meetings, delegates/alternate delegates from across River Valleys discuss the questions drafted by the Board of Directors. Responses are collected and collated into a document.

The Board of Directors may use Members' feedback to plan the priorities for upcoming program years, or to create **task groups** charged with reviewing feedback and gathering more information before making recommendations in a final report for the board. The Board of Directors makes any final decisions.

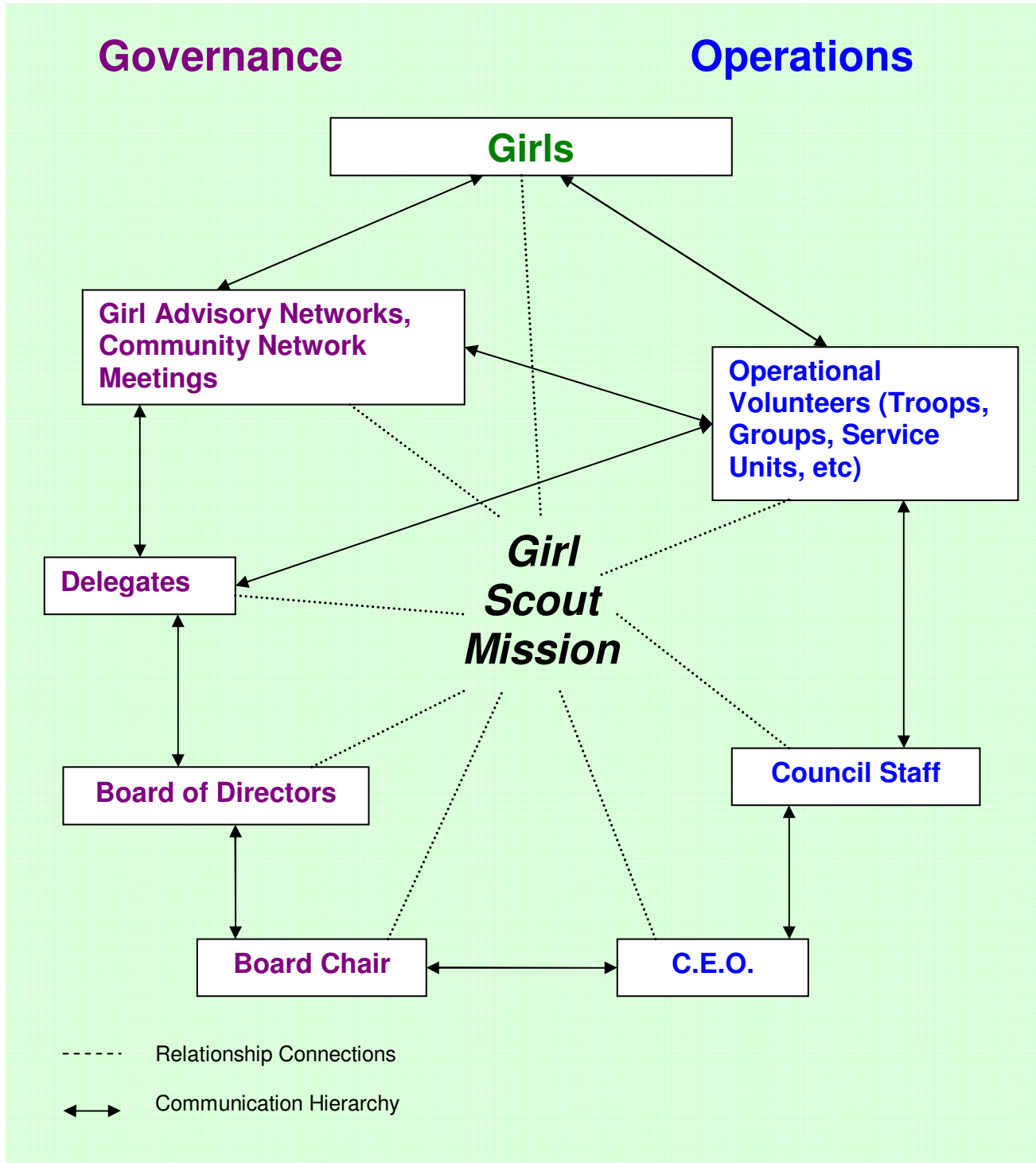
### **What are Task Groups/Committees?**

In a response to the special meeting held in August 2010, the Board of Directors announced the development of Task Groups that will address member input on specific topics which impact both governance and operations. For example, governance related task groups include the Bylaws and Endowment committees. Those more operational in nature include the CEO-COO Volunteer Advisory Committee, Inclusion Committee, Member Engagement Task Group, and the Property Committee. The task groups/committees will engage membership in a two-way dialogue about matters influencing decisions. Volunteers make up the majority of the members in any task group/committee and play a crucial role. When creating the task group/committee, the Board of Directors will allot River Valleys' resources and will provide a list of expectations, including a timeline for completion of articulated goals.

# Decision Influencing Model

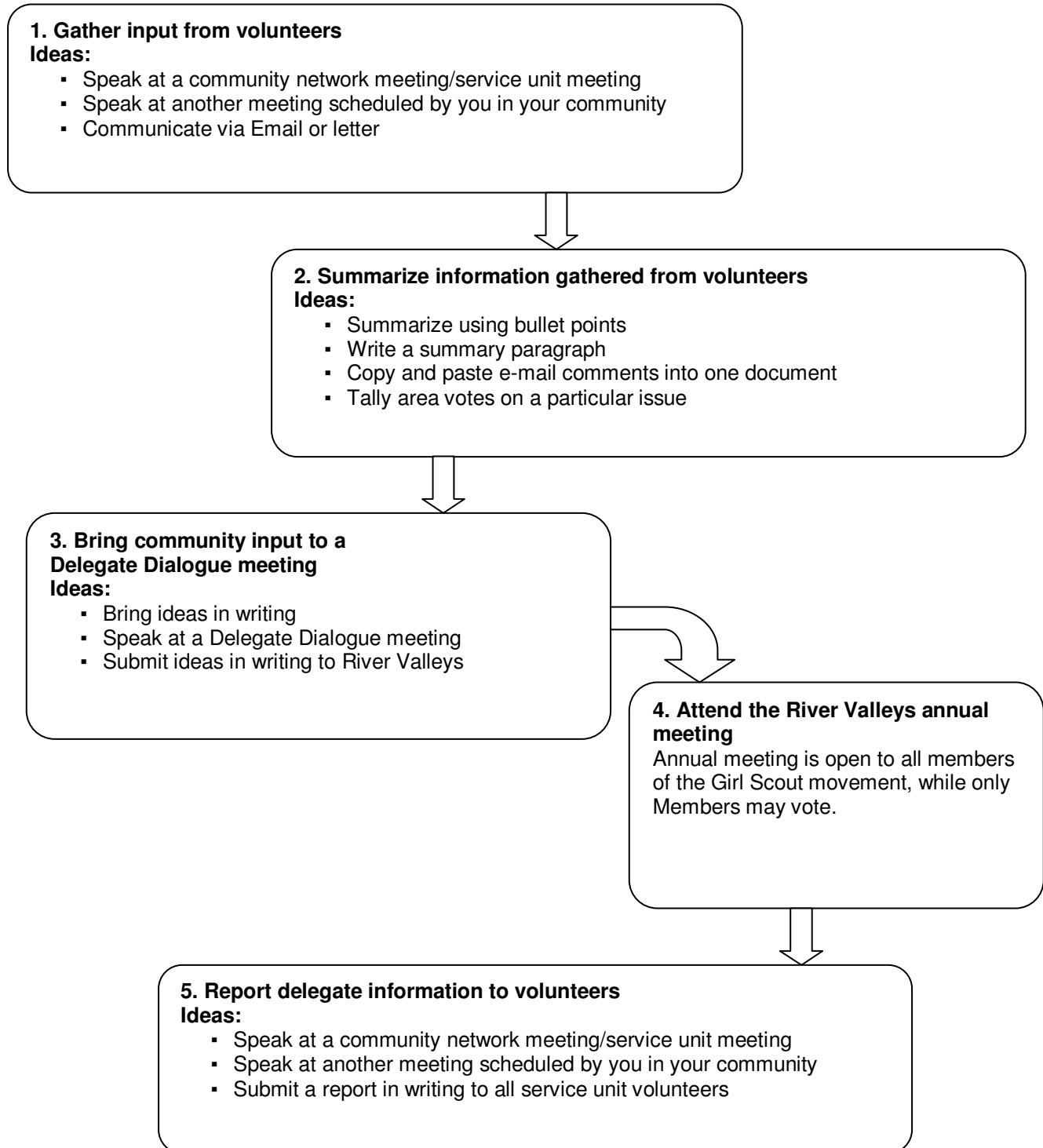
## Girl Scouts of Minnesota and Wisconsin River Valleys

This model reflects the belief that governance and operations are based on relationships and communication. Dotted lines represent the connection and involvement among all participants in Girl Scouts around the Girl Scout Mission.



# Gathering and Sharing Input from Members: Exercising the Decision Influencing Model

As a delegate, you must effectively gather information from volunteers, and report back to them once a Delegate Dialogue or Member meeting or annual Member meeting has occurred. There are many different ways to go about facilitating this process. The important thing to emphasize is the opportunity to engage in two way dialogue with volunteers regarding decision influencing matters.



## Facilitating Effective Service Unit Information Meetings

**An effective service unit information meeting offers service unit participants an opportunity to:**

- Share ideas in a respectful, constructive environment
- Listen and be heard
- Receive pertinent information

In order to facilitate a constructive exchange of ideas and viewpoints, the group must adhere to some ground rules.

### Ground rule ideas:

**Everybody has a chance to take part:** Extra effort will be made to include all participants in the discussion and decision making process, within the time available.

**Mutual respect:** Respect is the foundation of trust. Disagreements can be managed. Respected dialogue makes for creative problem solving.

**Confidentiality:** Discussions within a meeting need to be as open as possible. However, members should indicate when sensitive issues need to remain confidential.

**Positive Interaction:** Communicate in a positive, respectful manner.

**Listen:** Balance advocacy for your position with a thoughtful exploration of the other person's position.

**Formalize conclusions:** Try to bring an issue's discussion to closure and then acknowledge the resulting agreement.

**Clarify commitments:** Be sure everyone is clear about their roles and responsibilities then hold them accountable for doing what they said they would do.

**Manage conflicts:** Honestly surface disagreements and adopt a creative problem-solving approach to resolving them.

**Transparency:** While decisions must be kept public and the process transparent, provide participants an opportunity to keep individual votes private, if desired. (Write vote on a slip of paper and read responses out loud.)

# Robert's Rules of Order

Robert's Rules of Order is the informal, short title of a book containing rules of order intended to be adopted for use by a deliberative assembly (such as a board or committee meeting). Created by U.S. Army Major Henry Robert as a set of parliamentary procedures prescribed by and loosely modeled after those used in the United States House of Representatives, it is a set of parliamentary rules that allow members of differing backgrounds to conduct meetings in an orderly and fair manner. Familiarity with basic rules of parliamentary procedure as outlined in Robert's Rules of Order will allow you to more readily follow the action during business portions of a session.

## Parliamentary Procedure

Under the rules of parliamentary procedure, business is brought before the Council in the form of a motion, called a proposal.

### Motion

There are six steps in processing a motion.

**Step One.** A voting member makes a motion.

**Step Two.** Another voting member seconds the motion.

**Step Three.** The chair states the motion by repeating it. This formally places the motion before the assembly.

**Step Four.** The chair asks for discussion on the motion. The person who made the original motion is given the first opportunity to speak. The chair then alternately calls on speakers who are **AGAINST** the motion and those who are **FOR** it.

**Step Five.** The chair puts the motion to a vote.

Each voting member casts her or his vote. Votes are tallied quickly, so the results (proposal adopted or defeated) are known in a short timeframe.

**Step Six.** The chair announces the result of the vote.

### Secondary Motions

Secondary motions you'll commonly see used are Amend, Previous Question, and Request for Information.

Amendments change the wording of a proposal, or an amendment, either by inserting words, striking (or deleting) words, or doing both at once by striking and inserting.

If the amendment is adopted, debate resumes on the main motion as amended, or amendment as amended.

If the amendment is defeated, debate resumes on the main motion or amendment as originally worded.

## Scope of Notice

Amendments must be within the **scope** of notice of the pending motion.

The scope is the range between the situation that currently exists and the change proposed in the motion. Anything within that range is in order, and anything outside that range is out of order.

## Germane

All amendments must be germane - or related - to the motion being amended. An amendment cannot introduce a new subject.

## Previous Question

If debate becomes repetitious and no new points are being made, a voting member may move the motion "previous question." Adoption of this motion ends debate and amendment of the immediately pending question (or all pending questions, depending on how the motion is made) and the chair then puts the question to a vote.

A two-thirds vote of all votes cast is required to adopt the previous question and have the assembly proceed immediately to a vote.

## Request for Information

While engaged in debate on a particular proposal, a voting member may want to ask a question about the proposal. If so, she or he goes to the microphone and awaits recognition from the chair. When called to speak, the correct form is: "I rise to request information or "request information."

Please note that requests for information are stated in the form of a question. The purpose of requesting information is to get information, not to give information. The chair may respond to the question or call upon an appropriate resource person to answer.

**Visit River Valleys' Delegate web page at [GirlScoutsRV.org](http://GirlScoutsRV.org) to see video examples of Robert's Rules and parliamentary procedure in action!**

# What to Say When

## **To make a motion**

“I move to/that [state what you want to do].”

## **To kill the motion**

“I move that the question be postponed indefinitely.”

## **To amend**

“I move to amend the motion by [inserting, adding, strike out, or strike out and inserting].”

## **To refer to a committee**

“I move to refer the question to [state which committee].”

## **To postpone to a certain time**

“I move to postpone the question to [state the time within the Session to which you want the question postponed].”

## **To limit debate**

“I move to limit debate to [state amount of time] or to [state number] speeches.”

## **To extend debate**

“I move to extend debate to [state amount of time] or to allow [state number] speeches.”

## **To close debate**

“I move the previous question.”

## **To raise a question of privilege (not to be used for comfort issues)**

“I rise to a question of privilege affecting the assembly.”

## **To raise a point of order**

“I rise to a point of order.” or, “Point of order!”

## **To appeal the Chair’s ruling**

“I appeal from the decision of the Chair.”

## **To have an inconclusive voice or show of hands vote retaken**

“Division.” or “I call for a division.”

## **To ask a question about parliamentary procedure related to the pending business**

“I rise to a parliamentary inquiry.”

## **To ask a question not related to parliamentary procedure about the pending business**

“I rise to request information.”

## **To have a vote reconsidered**

“I move to reconsider the vote on [stating the motion on which the vote was taken].”

## **To amend the Standing Rules of the Session**

“I move to amend the Standing Rules by [state what change you want to make].”

## Parliamentary Procedure at a Glance

To do this	Say this	May you interrupt the speaker?	Must you be seconded?	Is the motion debatable?	Is the motion amendable?	What vote is required?
Adjourn the meeting	"I move that we adjourn."	No	Yes	No	No	Majority
Recess the meeting	"I move that we recess until..."	No	Yes	No	Yes	Majority
Complain about noise, temperature, etc.	"Point of privilege"	Yes	No	No	No	No vote (chair decides)
Suspend consideration of something – may use if interruption is necessary for something urgent	"I move that we table it."	No	Yes	No	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	Yes	Two thirds
Postpone consideration of something	"I move we postpone this matter until..."	No	Yes	Yes	Yes	Two thirds
Have something studied further	"I move we refer this to the committee."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move that this motion be amended by..."	No	Yes	Yes	Yes	Majority
Introduce a primary motion	"I move that..."	No	Yes	Yes	Yes	Majority
Object to a procedure or personal affront	"Point of order..."	Yes	No	No	No	No vote required (chair decides)
Request information	"Request for information"	Only if urgent	No	No	No	No vote required
Ask for a rising vote	"I call for a division of the house."	Yes	No	No	No	Majority
Object to considering something	"I object to consideration of this question."	Yes	No	No	No	Two thirds
Take up a matter previously tabled	"I move we take from the table..."	No	Yes	No	No	Majority
Consider something out of its scheduled order	"I move we suspend the rules and consider..."	No	Yes	No	No	Two thirds
Vote on a ruling by the chair	"I appeal the chair's decision."	Yes	Yes	Yes	No	Majority in negative required to reverse chair's decision
Reconsider something already defined or in place	"I move that we now (or later) reconsider our action relative to..."	Yes	Yes	Only if original motion was debatable	No	Majority

# River Valleys Annual Member Meeting

## Defined in Bylaws-

The River Valleys annual Member meeting is held once a year and is devoted to:

- Electing Directors and the Board Development Committee
- Reporting the previous years' Girl Scout program accomplishments
- Discussing and approving audited financial statements and appointing auditors for the following year
- Electing National Council Delegates, in National Council Session years

## Electing Board Members

Before the annual Member meeting can be conducted, it must be determined if there is a quorum (enough Members present), including delegates, to continue the meeting.

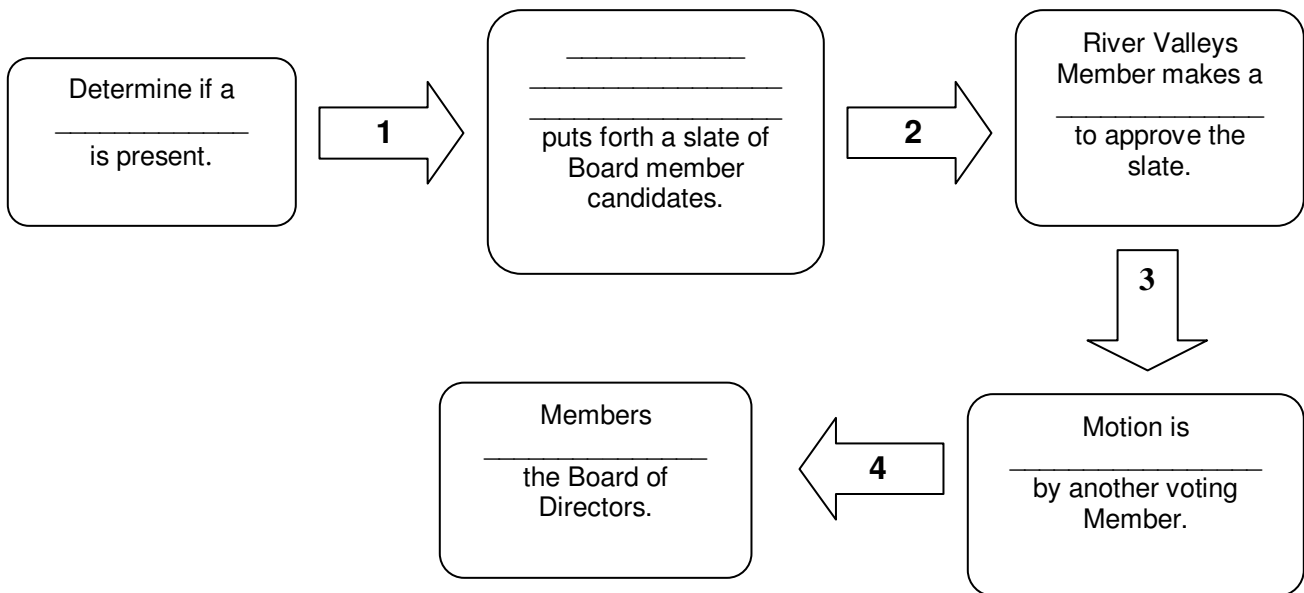
A slate, or list of Board of Director candidates, will be presented by the Board Development Committee.

Following Roberts Rules of Order, a motion will be made by a River Valleys' Member to approve the slate, and the motion will be seconded by another Member. Before calling the vote, there will be a call for discussion. After the discussion, Members will be asked for their vote.



## Checking In

Directions: Fill in the missing information in this Electing Directors flow chart:



## Delegate/Alternate Delegate Annual Cycle

Delegates/alternate delegates have a responsibility to be informed prior to Delegate Dialogue meetings and River Valleys' annual Member meeting. Your responsibilities and the timelines are listed in the Delegate/Alternate Delegate Checklist and can be divided into four categories:

### **Prior to River Valleys' annual Member meeting:**

1. An information package will be mailed to you (the delegate) between 60 and 10 days in advance of the annual Member meeting. The package will include the date, time, and location of the annual meeting, as well as the proposed slate (list) of Board of Director candidates for election. It will also include an agenda, which will list questions for feedback (or in national council session years, the slate of national council delegates).
2. You will review the materials and become familiar with the issues to be presented at the annual Member meeting. In addition, you are responsible for gathering feedback from the delegate region concerning the posed question(s).
3. If there is a question requiring feedback from the delegate region or service unit, you may call a meeting in your service unit to present the issues for discussion, or you may gather information in a way that is appropriate within your community.
4. Discuss the question with community members and volunteers. In a meeting situation, it may be helpful to have a second person recording feedback. A flip chart works best because it communicates transparency to all volunteers. Summarize orally what you have heard.
5. Remember to consult with volunteers not in attendance at a meeting who may feel strongly about the question.
6. Consider all viewpoints, and synthesize information. Be ready and prepared to represent the views of your community.

### **Arrival at the River Valleys annual Member meeting:**

1. Casual business or business attire should be worn; uniforms are always appropriate.
2. Since there must be a quorum (minimum number of Members) to conduct the annual Member meeting, check-in at the registration table. You will be given a name tag with your name and affiliation.
3. Punctuality is appreciated; the slate of the Board of Directors cannot be voted on without a quorum of voting Members (which include delegates).

### **During River Valleys annual Member meeting:**

1. The River Valleys' Board Chair will call the meeting to order and ask for a quorum report. Usually there will be an opening flag ceremony, recitation of the Girl Scout Promise, and introductions.
2. The meeting will consist of agenda items. You will have an opportunity to vote for the slate of candidates for the Board of Directors and the Board Development Committee. There may be the rare opportunity to vote on the River Valley Bylaws if the Board of Directors has approved a change in the Bylaws that requires Member approval.
3. If it is a year of a national council session, Members will vote on the slate of National Council Delegates.

**After River Valleys annual Member meeting and throughout the year:**

1. Quarterly Delegate Dialogue meetings will be scheduled four times per year at multiple locations in the River Valleys jurisdiction.
2. Delegate kick off meetings (information session) will be held prior to the annual Member meeting to welcome new delegates/alternate delegates and share plans for River Valleys upcoming year.
3. Additional Member meetings may also be called by the Board of Directors during the year and held throughout River Valleys' jurisdiction. If a Member meeting is called notices with instructions, meeting and background information, and questions to be asked will be sent from River Valleys.
4. If there is a question posed to the delegates/alternate delegates, staff and/or the Directors responsible for the process will welcome delegates and explain the process being used to solicit your feedback.
5. Information will be recorded and used for future Board discussions.
6. You will be thanked for ensuring that the democratic process (as outlined in the *Leader's Digest Blue Book of Basic Documents*) has been fulfilled.

**This completes the delegate/alternate delegate annual cycle.**



## Delegate/Alternate Checklist:



Schedule:	Delegate Activity:
October 20 – December 1, 2011  *Delegate names due to River Valleys by Dec. 2.	<input type="checkbox"/> Election of all delegates council-wide
November - December	<input type="checkbox"/> Once elected, complete the Delegate Information form and submit to River Valleys by December 2, 2011 <input type="checkbox"/> Once elected, complete the Delegate/Alternate Delegate Self Study (training) and submit the training completion form (first page) and training evaluation form (last pages) to River Valleys adult development department <input type="checkbox"/> Note: Girl delegates have the option to attend in-person delegate training in January 2012. (Information available at GirlScoutsRV.org)
December - January	<input type="checkbox"/> Participate in a delegate kick off (information session) near your service area or via webinar. The focus of these sessions will be on River Valleys' vision for the future and will engage, inform, and prepare delegates for their duties
January	<input type="checkbox"/> Attend River Valleys Annual Meeting (January 21, 2012); and vote on the slate of candidates for the Board of Directors, Board Development Committee, and proposed changes to River Valleys' By-Laws
Throughout the year	<input type="checkbox"/> Attend Delegate Dialogue meetings in order to represent the views of Girl Scouts in your service unit and to gather information to report back to your service unit. <input type="checkbox"/> Attend any additional Member meetings <input type="checkbox"/> Relay summary of meetings to volunteers in delegate region/community <input type="checkbox"/> Support decisions made at River Valleys' Annual Meeting (if any) and report back to community constructively and positively <input type="checkbox"/> Actively listen to Girl Scouts (girls + volunteers) in your service unit throughout the year and represent their collective voices to the River Valleys' Board and staff.

**Information on delegate training, delegate dialogues, delegate kick-offs, River Valleys' annual meeting, forms, and engagement opportunities available on the Delegate page at GirlScoutsRV.org**



## Checking In

Take a moment to look over your responses to the second reflection question on page three of this self study. Have your questions/concerns been addressed? Why or why not?

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# Presentation Tips

To assist you in presenting information to your service unit, here are some tips you might find helpful.

## **Speed/Pacing:**

- Watch your speed
- Speak slowly enough so that participants have time to think about what you're saying
- Do not speak too slowly, because participants will become frustrated and impatient
- Speak more quickly during less technical subject matter, and more slowly during more technical subject matter

## **Pitch:**

- Vary the pitch
- Change the tone of your voice, high or low
- Vary your pitch to avoid a monotonous voice

## **Volume:**

- Control your volume
- Be clearly audible to all participants
- Speak just loudly enough to carry to the last rows of the seats

## **Vocal pauses:**

- Avoid vocal pauses
- Avoid using, "Um... ah... like..."
- Participants focus on your pauses, instead of what you're actually saying

## **Articulation/Enunciation:**

- Speak clearly
- Speak each syllable distinctly
- Don't mumble

## **Vocabulary/Word choices:**

- Choose your words
- Use proper words: grammar, pronunciation
- Use appropriate words for the setting and audience
- Be a professional when speaking; keep the respect of your audience

## **Politeness:**

- Be polite
- Use good manners
- Avoid sarcasm and ridicule
- Don't be condescending; don't talk down to the audience

## **Natural Conversational Style:**

- Be natural
- Don't over-rehearse
- Be yourself
- Speak to your audience

## Tips for Overcoming Speaking Anxiety

To help you get started on the right track, here is a list of specific tips to help you better deal with any speaking anxiety.

1. **Get ready.** Preparation is key to any speech.
2. **Think on the bright side.** Although you may think the audience will rise up and laugh at you in unison, this never happens. Use all your newly learned techniques to conquer your first and future speeches.
3. **Be aware of your speaking environment.** Arrive early and walk around the room. Stand in the location where you will give the speech, and sit in an audience seat, too.
4. **Know your listeners.** Greet audience members and chat with them. It is easier to speak to a group of friends than to a group of strangers. Arriving early provides you with the opportunity to meet people.
5. **Warm up.** You can ease some of your tension by practicing your warm-up routine.
6. **Realize people want you to succeed.** All audiences want speakers to be interesting, stimulating, informative, and entertaining. They want you to succeed, not fail.
7. **Don't apologize for being nervous.** Most of the time your nervousness will not show at all. If you don't refer to it, nobody will notice. If you mention your nervousness or apologize for any kinks you believe you have in your speech, you will only be calling attention to yourself.
8. **Concentrate on your message.** Your nervous feelings dissipate when you focus your attention away from your anxieties and concentrate on your message and your audience, not yourself.
9. **Control jitters constructively.** The same nervous energy that causes stage fright can also be an asset if you let it. Force your body to move by walking as you speak. Use your arms and hands to gesture with vitality and enthusiasm.
10. **Gain experience.** Experience builds confidence. The more you speak, the more your confidence helps dispel your anxiety. Most speakers find their anxiety decreases more after each speech.

## Glossary

### **Alternate Delegate**

A registered Girl Scout, 12 years of age or older by the annual meeting, elected from within the service unit to represent their service unit members at delegate meetings and at the annual Member meeting when a delegate in the delegate region has officially resigned in writing to the delegates email or the Senior Vice President Northeast—Membership and Volunteer Services and the alternate has been assigned to fill the vacant delegate position.

### **Annual Member Meeting**

This is a meeting that is held once a year, that includes all elected delegates and other Members. The function of the Members at the annual Member meeting is to vote with respect to election of the Board of Directors, and other Council leaders. The annual Member meeting is open to all members of the Girl Scouts movement but only voting Members may vote.

### **Board Development Committee**

Elected by Members at the annual meeting of the Members. The Board Development Committee shall be composed of ten members, at least three of whom shall be Directors. Board Development Committee Members serve two year terms, and no person can serve more than 2 consecutive two year terms. The Board Development Committee is responsible for recruiting candidates for Board positions, and setting forth a slate of Board member candidates to the Members. Other duties as described in Bylaws (Article XI).

### **Board of Directors**

The Board of Directors consists of the elected officers of River Valleys, 20 elected Directors-at-large, and the Chair of the Board Development Committee, if that person is not already elected to the Board of Directors. Directors are volunteers. Directors are selected from members of the communities River Valleys serves and may or may not have a background in Girl Scouts. Directors-at-large serve a term of two years, and may serve no more than three consecutive two-year terms in that position.

### **C.E.O.**

Chief executive officer (paid staff) hired by the board of directors to carry out the strategic direction set by the Board; provides leadership and direction to staff and operational volunteers in carrying out the day-to-day operations of River Valleys.

### **Decision Influencing Volunteers**

Governance volunteers with the responsibility of influencing the governance of the organization, without the responsibility for the final decision.

### **Delegate**

A registered Girl Scout, 12 years of age or older by the annual meeting, elected from within the service unit to represent their service unit members at delegate meetings and at the annual Member meeting. Each delegate region shall be entitled to have at least one (1) delegate.

### **Delegate Dialogue**

A meeting to discuss Girl Scout matters, for the purpose of giving feedback and guidance to the Board of Directors. The information gathered at the delegate dialogue meetings assists the Board of Directors in making policy decisions.

### **Ex-officio**

A member by virtue of office who has full voting privileges, unless stated otherwise in the Bylaws.

**Governance**

The process by which the board of directors, led by the board president, exercises its ultimate authority and fulfills its responsibility for furthering and ensuring the Girl Scout Mission; for the care, custody, and oversight of Girl Scouting within its jurisdiction; and for providing strategic direction and leadership for River Valleys.

**Jurisdiction**

Geographic area established by the National Board of Directors for which a Girl Scout council is granted a charter.

**Management**

Process by which the chief executive officer carries out the strategic direction set by the board of directors by providing leadership and direction to employees and volunteers. (See: operations)

**Member**

A Member is a Voting Member of River Valleys as defined in the River Valleys Bylaws. River Valleys' Members include:

- Up to 600 delegates elected by Delegate Regions
- Up to 50 delegates-at-large appointed by the Board of Directors
- Directors of the Council, if not otherwise Members
- Members of the Board Development Committee, if not otherwise Members
- Past presidents of the Council or predecessor Councils so long as such person has requested in writing to be included as a Member

**Member Meeting**

Any duly-called River Valleys meeting at which Members vote.

**Members of the Girl Scout Movement**

Persons who have registered in the council and paid annual dues.

**National Council Delegates**

Elected at River Valleys' annual Member meeting to represent River Valleys at the National Council Session. The number of National Council delegates is assigned by GSUSA and is based on the number of registered girls within River Valley's jurisdiction.

**Operations**

Activities required to carry out the integrated operating objectives of the council and performed by operational volunteers and/or employees, who are ultimately accountable to the C.E.O.

**Policy**

An established, binding course of action that must be followed.

**Service Unit Manager**

The lead volunteer in a geographic area set up by River Valleys to deliver Girl Scout programming at the local level.

**Slate**

The group/list of nominees for elected positions at the Board of Director level.

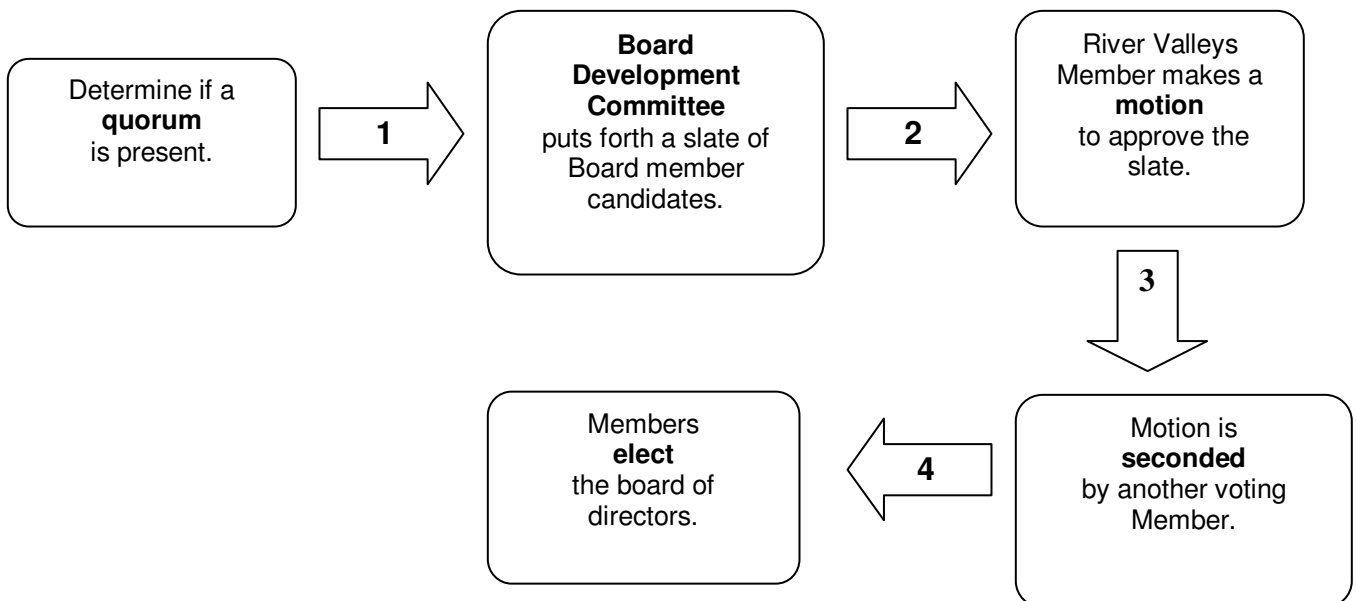
**Task Group/Committee**

A committee created to work on specific projects that are related to governance, for example: Bylaws Task Group, Endowment Sub-Committee or operational in nature to guide decision making, for example: CEO-COO Volunteer Advisory Committee, Inclusion Committee, Member Engagement Task Group, and the Property Committee.

## Answers to “Checking In” Questions

Task	Governance	Operations
Approve volunteer training policies	X	
Design training sessions		X
Approve annual budget	X	
Review volunteer award applications		X
Elect Board members	X	

Question	Answer	Section Number
How many delegates are elected by delegate regions in River Valleys?	<b>600</b>	<b>2.1</b>
How many delegates-at-large are appointed by the Board of Directors?	<b>50</b>	<b>2.1</b>
A River Valleys girl delegate must be how old?	<b>12</b>	<b>2.1.1</b>
What constitutes a quorum for a meeting of the Members?	<b>25% of members entitled to vote</b>	<b>2.6</b>
May Members vote by proxy?	<b>no</b>	<b>2.7</b>
Directors-at-large serve a term of how many years?	<b>2</b>	<b>4.3</b>





<b>Course: Delegate/Alternate Delegate Self Study</b>	
<b>Date:</b>	<b>Service unit:</b>

How prepared do you feel to begin you role as a delegate/alternate delegate?

**Very prepared    10    9    8    7    6    5    4    3    2    1    Not prepared**

Please rate this training session in the following areas. If you wish, you may add comments.  
**5 = Strongly agree, 4 = Agree, 3 = Somewhat agree, 2 = Disagree, 1 = Strongly disagree.**

Area	Rating	Comment
<b>Through this training, I am now able to...</b>		
State the difference between Governance and Operational issues	5 4 3 2 1	
List methods to engage and support girl delegates	5 4 3 2 1	
Describe Delegate Dialogue meetings and the information exchange process	5 4 3 2 1	
List methods of soliciting and summarizing input from volunteers	5 4 3 2 1	
Explain how to facilitate a constructive exchange of ideas and viewpoints	5 4 3 2 1	
Describe the elements of an effective service unit information meeting	5 4 3 2 1	
Describe how to effectively report delegate information to volunteers	5 4 3 2 1	
Demonstrate proper Robert's Rules of Order procedures in council meetings	5 4 3 2 1	

Outline the delegate's role in relation to the annual Member meeting	5 4 3 2 1	
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The two most useful things I learned from this training session are: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

One suggestion that would improve this training session is: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Thank you for volunteering with Girl Scouts.**

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