

2009-2010 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* (2006), 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 www.girlscoutsrv.org, under Volunteer Resources/Delegates.

Course Objectives

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

- State the difference between Governance and Operational issues
- Explain the importance of supporting the decisions made by River Valleys' governing body
- List methods to engage and support girl delegates
- Describe delegate forums/town hall 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 community network 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 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 _____

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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?

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

- a) _____
- b) _____
- c) _____



Delegate/Alternate Delegate Volunteer Position Description

- Reports to:** Board of Directors – Girl Scouts of Minnesota and Wisconsin River Valleys
- Term:** Adult Delegate: One year or until successor is elected
Girl Delegate: One year or until successor is elected
- Purpose:** As a member of River Valleys, delegates/alternate delegates are entitled to elect 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’ annual meeting to vote in elections for board members, board development committee members, and national council delegates.
2. Vote on bylaw amendments that change or alter the rights of members.
3. If unable to attend the annual meeting, inform service unit manager (or if appointed, staff member) who will contact alternate delegate.
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 delegate meetings and articulate the views of volunteers, while respecting the democratic process.
4. Support decisions made at delegate meetings and report information back to the delegate region constructively and positively.
5. Support and promote The Girl Scout Leadership Experience: Program Essentials at the service unit and troop levels.
6. Follow all GSUSA and River Valleys’ policies, standards, and procedures.

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, Fall Product Program, and Cookie Program Activity 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 by River Valleys' annual meeting date.

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. Help girls become confident leaders who discover, connect, and take action in their community.
2. Receive limited accident coverage while carrying out Girl Scout responsibilities as a member of GSUSA.
3. Knowledge about governance and policy-making processes.
4. Opportunity to use facilitation and communication skills.
5. Opportunity to influence decisions which benefit all girls in River Valleys' jurisdiction and shape the future of River Valleys.
6. Receive financial assistance if needed.

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 when required 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.

Governance and Operations

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.

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 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
- 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 a system 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 two areas. Those who create and dictate policy do not deliver program. Those who deliver the program do not sit on the board of directors, nor set policy.

Governance (Examples)

- Serve as a delegate/alternate delegate
- Elect board members, 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: Policy-Influencing Volunteers	
<p>Delegates (Elected by area volunteers)</p>	<p>Elect the:</p> <ul style="list-style-type: none"> ▪ Board of directors ▪ Board development committee members ▪ National council delegates <p>Influence policy by:</p> <ul style="list-style-type: none"> ▪ Participating in community network meetings ▪ Facilitating the constructive exchange of ideas and viewpoints in their delegate region to ensure members' feedback is informed ▪ Attending delegate/alternate delegate forums/town hall meetings to articulate the views of members, while respecting the democratic process <p>Demonstrate leadership by:</p> <ul style="list-style-type: none"> ▪ Supporting decisions made at delegate/alternate delegate forums/town hall meetings and reporting information back to the delegate region ▪ Constructively and positively mentoring girl delegates, ensuring that they understand and have an opportunity to carry out their role ▪ Promoting and supporting the Family Fundraising Campaign and River Valleys' product sales program activities.
<p>Alternate Delegates (Elected by area volunteers)</p>	<ul style="list-style-type: none"> ▪ Duties mirror those of the council delegates. ▪ Votes at the annual meeting only if there is a need to fill a delegate vacancy.
Governance: Policy-Generating Volunteers	
<p>Board of Directors (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"> ▪ Hiring the Chief Executive Officer (C.E.O.) ▪ Providing oversight of Girl Scout programming ▪ Providing financial stewardship and strategic leadership direction for River Valleys <p>Responsible to:</p> <ul style="list-style-type: none"> ▪ GSUSA for compliance with charter requirements ▪ MN state government for adhering to state corporate law ▪ Federal government in matters relating to legislation affecting non-profits
<p>Board Development Committee (Elected by delegates)</p>	<ul style="list-style-type: none"> ▪ Provides a single slate of nominees to fill vacancies among the board of directors at the annual meetings, in accordance with the bylaws.

Operations Roles

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



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 one holds an important voice in influencing River Valleys' policies.

To be eligible to be a River Valleys delegate member, the member 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 towards 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 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 towards improving girls' lives and the lives of people worldwide.

Policy: 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 Girl Scouts of Minnesota and Wisconsin 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, to allow them to initiate and influence change regarding policies. Policy influencing groups (service units, service unit delegates, board development committee, board committees and task groups, etc.) provide valuable input to the board of directors and chief executive officer 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 Forums/Town Hall Meetings?

At River Valleys, forums/town hall 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 amending bylaws, there are few items that require voting by delegates/alternate delegates at the annual meeting, but active and informed participation in forum discussions is a primary role of the delegate/alternate delegate as a policy influencer.

Almost every year, the board of directors drafts questions on topics for which they would like direct feedback from volunteers (except during years of a National Council Session, when the questions used are from the national board of directors). Questions will be sent to delegates/alternate delegates prior to the forums. This will enable delegates/alternate delegates to discuss questions, provide River Valleys' information, and gather feedback from volunteers in their communities or delegate regions. (Refer to River Valleys' Decision Influencing Model for more information on how this process works.)

At forums, delegates/alternate delegates from across River Valleys discuss the questions drafted by the board of directors. In River Valleys, forums may be held prior to and in conjunction with the annual meeting and are presided over by members of the board of directors. All responses are recorded and collated into a document.

The board of directors uses members' feedback to plan the priorities for upcoming program years, or to create **operational task forces** charged with sifting through feedback and gathering more information before making recommendations in a final report for the board. The board of directors makes any final decisions.

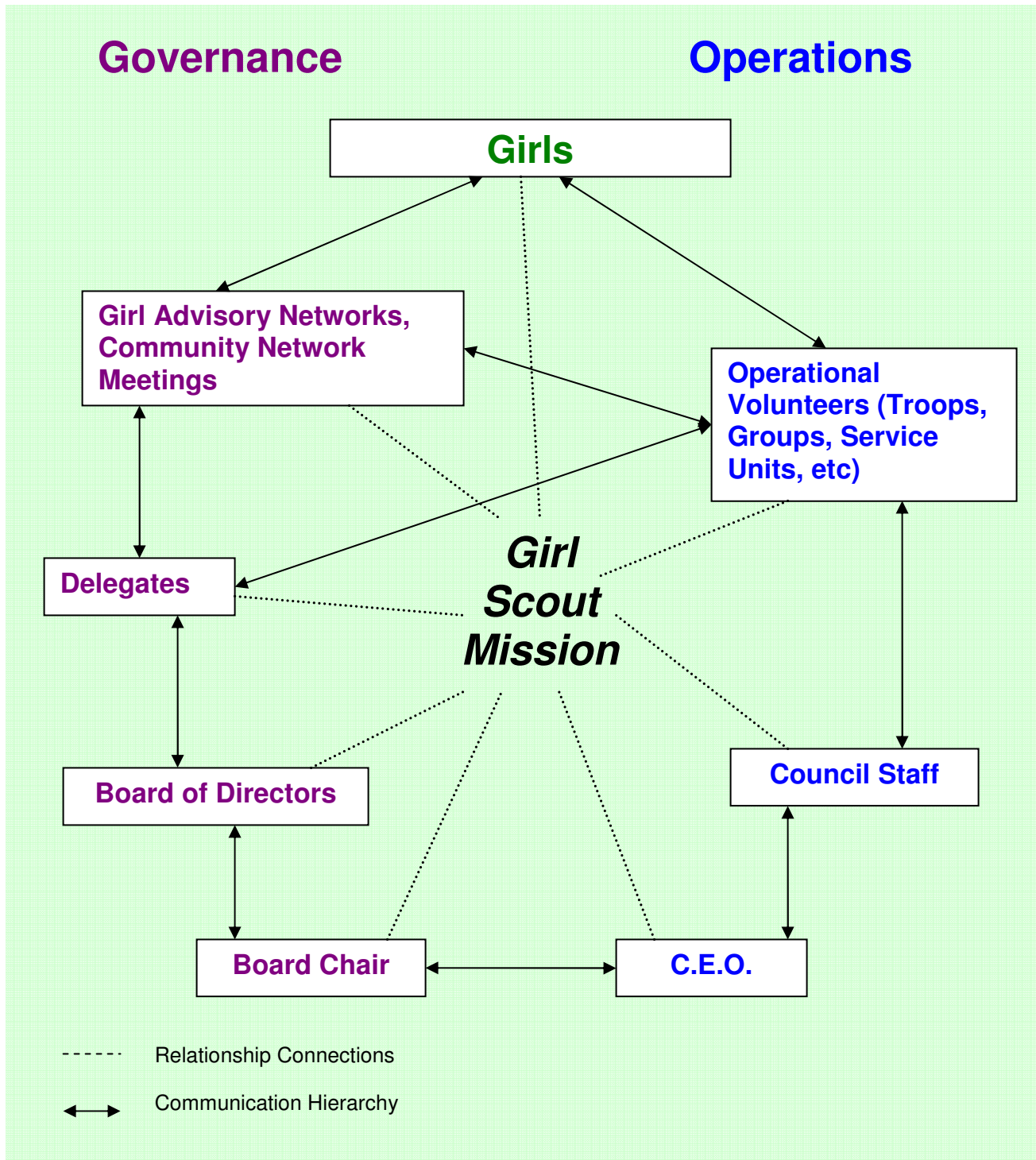
What are operational task forces?

Operational task forces are created to work on specific projects that impact operations, for example: Financial Assistance Task Force, Cookie Task Force, Family Fundraising Campaign Advisory Committee, Outdoor Program and Properties Task Force. Volunteers make up the majority of the members in any task force and play a crucial role. When creating the task force, the board of directors will allot River Valleys' resources and will provide a list of expectations, including a timeline.

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 forum/town hall meeting or annual meeting has occurred. There are many different ways to go about facilitating this process.

1. Gather input from volunteers

Ideas:

- Speak at a community network meeting/service unit meeting
- Speak at another meeting scheduled by you in your community
- Communicate via e-mail or letter



2. Summarize information gathered from volunteers

Ideas:

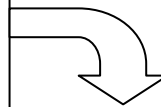
- Summarize using bullet points
- Write a summary paragraph
- Copy and paste e-mail comments into one document
- Tally area votes on a particular issue



3. Bring community input to a delegate/alternate delegate forum/town hall meeting

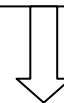
Ideas:

- Bring ideas in writing
- Speak at a forum/town hall meeting
- Submit ideas in writing to River Valleys



Forum

4. Attend the River Valleys annual meeting



5. Report delegate information to volunteers

Ideas:

- Speak at a community network meeting/service unit meeting
- Speak at another meeting scheduled by you in your community
- Submit a report in writing to all service unit volunteers

Facilitating Effective Community Network Meetings

An effective community meeting offers 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 members in the 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 community network meeting need to be as open as possible. However, members should indicate when sensitive issues need to remain confidential. As a rule, members can freely discuss the issues that are expressed in community network meetings, just not connect them with the source.

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 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. Below you will find some examples of these rules that are frequently used in a council governance setting.

Parliamentary Procedures 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 required (chair decides)
Suspend consideration of something	"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	"Point of information"	Only if urgent	No	No	No	No vote required

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?
Ask for a vote by actual count	“I call for a division of the house.”	No	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 Meeting

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

- Electing board members 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 meeting can be conducted, it must be determined if there is a quorum (enough members present), including delegates/alternate delegates, to continue the meeting.

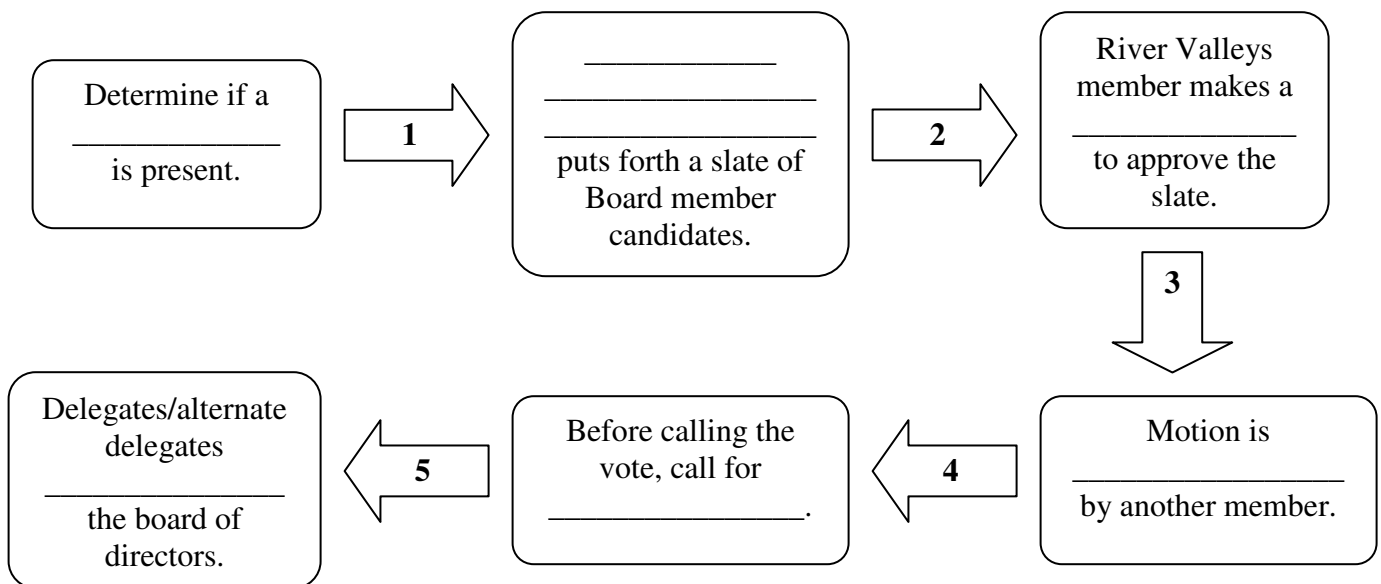
A slate, or list of board member candidates, will be presented by the board development committee.

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, delegates/alternate delegates will be asked for their vote.



Checking In

Directions: Fill in the missing information in this Electing Board Members flow chart:



Delegate/Alternate Delegate Annual Cycle

Delegates/alternate delegates have a responsibility to be informed prior to delegate forums/town hall meetings, community network meetings, and River Valleys' annual meeting. Your responsibilities and the timelines are listed in the Delegate/Alternate Delegate Checklist and can be divided into three categories:

Prior to River Valleys' annual meeting:

1. An information package will be mailed to you (the delegate/alternate delegate) between 60 and 10 days in advance of the annual meeting. The package will include the date, time, and location of the annual meeting, as well as the proposed slate (list) of board 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 forum/town hall meeting. In addition, you are responsible for gathering feedback from the community concerning the posed question(s).
3. If there is a question requiring feedback from the delegate region or community, you may call a community network meeting 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 meeting:

1. Casual business or business attire should be worn; uniforms are always appropriate.
2. Since there is a quorum (minimum number of delegates/alternate delegates) required to conduct the annual 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 delegates/alternate delegates.

During the forum/town hall meeting:

1. If there is a question posed to the delegates/alternate delegates, the board members responsible for the process will welcome delegates and explain the process being used to solicit your feedback.
2. Information will be recorded and used for future board discussions.
3. 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.

During River Valleys annual meeting:

1. Typically the annual meeting is held immediately following the forum/town hall meeting. The River Valleys' board president 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 there is a change in the rights of members (Article XI).
3. If it is a year of a national council session, delegates/alternate delegates will vote on the slate of national council delegates.

After River Valleys annual meeting:

1. Additional forums/town hall meetings may be called by the board of directors during the following year and held throughout River Valleys' jurisdiction. If so, notices with instructions, meeting and background information, and questions to be asked will be sent from River Valleys.

This completes the delegate/alternate delegate annual cycle.

Delegate/Alternate Delegate Checklist

Fall	<input type="checkbox"/> Complete the GSUSA membership registration process <input type="checkbox"/> Assume delegate/alternate delegate responsibilities, to represent volunteers/community at forums/town hall meetings
November	<input type="checkbox"/> Complete the Delegate Self Study and submit the (first page) completion form and Delegate/Alternate Delegate Self Study Training Evaluation to River Valleys adult development department
December	<input type="checkbox"/> Review package for forum/annual meeting <input type="checkbox"/> Set up a community meeting (could be speaking at a service unit meeting) to get input on issues which the board has set forth <input type="checkbox"/> Mentor girl delegates/alternate delegates in their role, ensuring they understand and have an opportunity to carry out their role <input type="checkbox"/> Gather input from volunteers (as required) <input type="checkbox"/> Prepare summary of ideas and opinions
January	<input type="checkbox"/> Attend a forum/town hall meeting to provide community input <input type="checkbox"/> Attend River Valleys annual meeting and vote on the slate or candidates for board of directors and the board development committee <input type="checkbox"/> Elect national council delegates (if required)
February – March	<input type="checkbox"/> Relay summary of meetings to volunteers in delegate region/community <input type="checkbox"/> Support decisions made at the forum/annual meeting (if any) and report back to community constructively and positively
Throughout the year	<input type="checkbox"/> Participate in community network meetings, as required <input type="checkbox"/> Attend additional forums/town hall meetings, if held <input type="checkbox"/> Support the Family Fundraising Campaign and product sales program activities



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?

Presentation Tips

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

Annual Meeting

This is a meeting that is held once a year, that includes all elected delegates. The function of the delegates is to guide the board of directors and to take action that enables the council to implement the Girl Scouts' Mission. The annual meeting is open to all River Valleys membership.

Board Development Committee

Elected by members at the annual meeting; comprised of three board members. Members have two year terms. Responsible for recruiting candidates for board positions, and setting forth a slate of board member candidates to the membership. 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. The board is 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 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.

Community Network

People sought out to assist the staff by initiating and participating in two-way conversations within communities on behalf of River Valleys, as well as building and maintaining relationships with individuals.

Delegate

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

Ex-officio

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

Forum

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 forums/town hall meetings assists the board of directors in making the most appropriate policy decisions. (See: town hall meeting)

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)

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 meeting to represent River Valleys at the National Council Session. The number of 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 chief executive officer.

Operations Task Force

A committee created to work on specific projects that impact operations, for example: Financial Assistance Task Force, Cookie Task Force, Family Fundraising Campaign Advisory Committee.

Policy

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

Policy Influencing Volunteers

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

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 level.

Task Group

A special committee appointed by the board president and approved by the board of directors to carry out a particular task within a specified time period. Upon presentation of its final report to the board of directors, the group automatically ceases to exist.

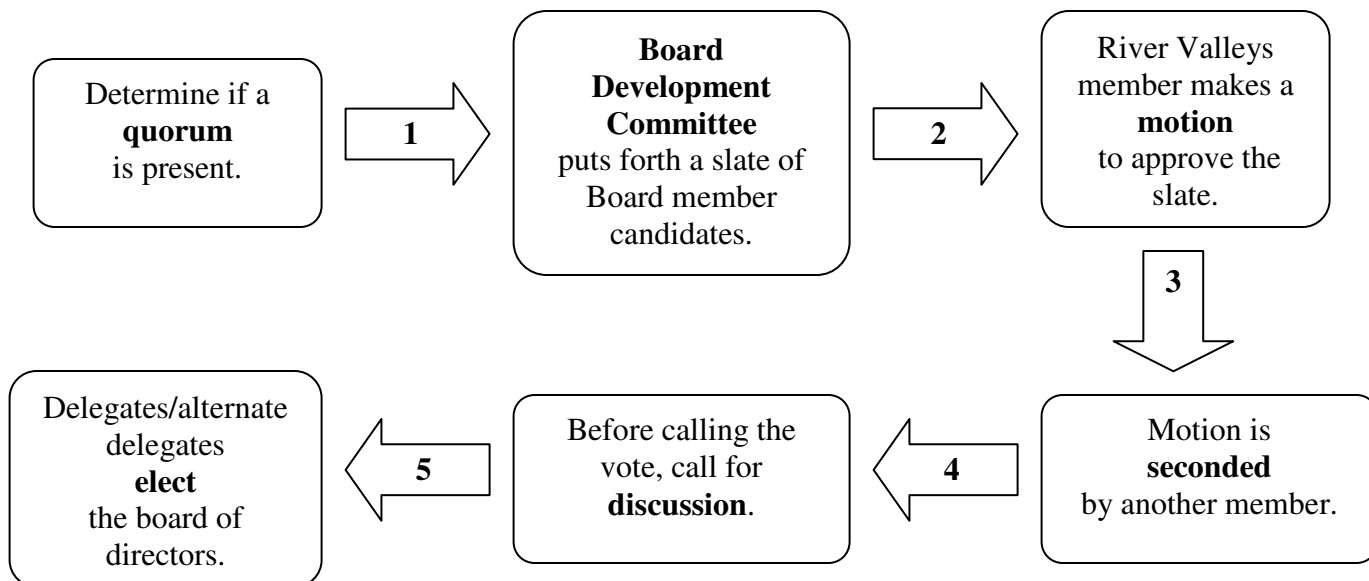
Town Hall Meeting

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 forums/town hall meetings assists the board of directors in making the most appropriate policy decisions. (See: forum)

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



Course: Delegate/Alternate Delegate Self Study	
Date:	Service unit:

<p>How prepared do you feel to begin your role as a delegate/alternate delegate?</p> <p>Very prepared 10 9 8 7 6 5 4 3 2 1 Not prepared</p>

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
Through this training, I now understand how to...		
State the difference between Governance and Operational issues	5 4 3 2 1	
Explain the importance of supporting the decisions made by River Valleys' governing body	5 4 3 2 1	
List methods to engage and support girl delegates	5 4 3 2 1	
Describe delegate forums/town hall 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 community network 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 meeting	5 4 3 2 1	

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.