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Did not choose to participate

- Gail Nordmoe (CT) - candidate for Vice-President
- Jeanne Clarke (AZ) - candidate for Director-at-Large
- Connie Hildebrand (ND) - candidate for Director-at-Large

Why are you running

The full question

5. Why are you running for AAUW office and what do you hope to accomplish in your term? (Please be specific.) Limit: 200 words

The responses

Chamberlain

I run because it is our time. The strategic process I helped shape over the past three years will streamline AAUW's structure and processes to serve our mission.

As President, I'll focus on what is really important---the purpose and value of AAUW membership. By positioning ourselves as advocates and leaders in equity and education, we will attract and retain energetic, purpose-driven members. Linda Hallman and staff have championed our name to legislators and others in Washington. Now it is our turn to respond in our communities.

Together, let's lead critical conversations on quality of life issues and assure that our next generation of women enjoy greater equity and face fewer barriers than we have. Let's be known for sponsoring successful book sales and supporting policies that strengthen women's economic security. Let's be recognized for our philanthropy, awarding scholarships to women and girls, and for our efforts to improve work/life balance for working women and their families. With renewed focus on mission, our words and actions will bring real value to joining AAUW.

Garfein

This is an exciting time for AAUW. In the next few years we'll develop the systems and procedures to enable the newly structured AAUW to thrive. My background makes me ideally suited to lead at this critical time.

* In-depth experience working with members and branches as Association Membership Vice President and Association Program Vice President.

* Seasoned business executive who has managed organizational change with multi-million dollar budgets and large staffs.

We need to get back to the basics of providing branch level programming that can move our mission forward in communities across the nation. My vision is:

* A focused, flexible AAUW.

* A national program initiative, implemented at the branch level, that advances our mission, brings visibility to AAUW, attracts members and corporate partners, and makes AAUW the "go to" organization for women's rights.

* Strong, growing branches that do mission-focused programming, have flexible structures, nurture leaders, contribute to their communities, receive recognition for their accomplishments.

* New sources of revenue from corporate partnerships and grants, funding our research, programs and projects, making AAUW less dues-dependent.

* Improved communication, keeping members informed, understanding branch and member needs, bridging the gap between members and the national office.

Cha

We are at a pivotal time poised to translate our mission and relevance into action in new ways. With community service as my core value I wish to help shepherd this transformation and help ensure that

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AAUW has the technology, expertise, financial literacy, resilience, and direction needed to break through barriers and mentor the next generation of member leaders.

Hetman

AAUW is at a major crossroad and I want to continue in my role as a National Board member to ensure that our great organization continues to break down barriers for all women and girls. It is very important for AAUW leaders to make connections with branch members and members-at-large so that we all are working together for the same AAUW outcomes. I will continue advocating for the work of the Foundation and to support all of the programs and activities that are necessary to maintain the AAUW Mission. I began this work four years ago as a Regional Director and then as a member of the AAUW Foundation Board. I still see a "great divide" between some states and branches with the National level of AAUW. I want to work to "bridge that divide". I will work to be a strong voice for our Value Promise - a community that breaks through educational and economic barriers so that all women have a fair chance.

Ho

I envision AAUW as a preeminent champion, advocating on issues that impact women and families. To strengthen this role, AAUW must be strong and sustainable in structure, with effective organizational functions that support the mission, and leadership that brings diverse skills to decision-making.

With experience as branch and state president, regional director, and Association board member, I value our members as the heart of AAUW's spirit and power. With my leadership experience on many boards, I have wide perspective in making balanced, forward-looking decisions, framed by strategic vision, guided by prudent use of resources and wisely-chosen alliances.

As Director-at-Large, I will determine agenda, timeframe, resource capability, possible collaborative partnering and assessment benchmarks for the following priorities:

- * Monitor finances with particular attention to revenue vs. expenditures, with generation of innovative sources of income.
- * Build programs that effectively implement the Value Promise so that branches, states and other AAUW groups can proudly engage in AAUW's work.
- * Continue AAUW's legacy and record of credible advocacy at all levels.
- * Strengthen multimedia communication among all AAUW entities so that members feel connected.
- * Initiate outreach efforts for inclusive membership recruitment and retention, support viability of branches and other entities.

Littleton

We've spent the past several years making major structural changes to AAUW to make us more fluid and flexible, and now it's time to begin really focusing our programming. I want to strengthen our research strategy and make it the starting point for all our program and policy efforts. My experience in writing and research can help here; my admiration for our research and communications staffs is unqualified, but I think we can do better with member input and fellowship/grant leverage.

McDowell

In my two years as Mountain-Pacific Regional Director I have seen a continued need for ways to keep branches and states functional and growing. AAUW has been developing programs to help specific branch functions, but there is still a need for state and branch leadership/change management.

I will develop policies and programs that reach members and fill the need for leaders, increased membership and fund raising. I have multi-faceted experience creating programs and conveying Association news to members constructively.

AAUW is growing in new ways, and the challenge is to embrace the changes that strengthen our organization and mobilize our members while retaining our mission and Educational Foundation accomplishments. We must continue vigilant financial management of our new revenue streams and organizational expenses balanced with the reality of fewer dues-paying members. I will protect and promote the Educational Foundation's fellowships and research programs and funds.

Communication between members and the Board should be more transparent. Whether we adopt every-member voting or retain the delegate system, our members should know more about Board performance and committee work. I will strive for concise, timely communication from Association leaders to members and for a network of member input directed to appropriate leaders.

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Nivala

I believe in the mission of AAUW, our historical legacy and our ability and responsibility to live that legacy in the world today. I want to position AAUW to do its work now and in the future. Specifically I want to help us become an organization that is able to quickly address situations, appeals to a broad spectrum for membership and is flexible enough to allow members to come together in a variety of ways. I am running for office to see the strategic process work to the next big milestone-- an AAUW with a Board of Directors focused on the future, a membership engaged in the mission and an organization able to lead the charge to break down barriers. I believe I can contribute significantly to this as a member of the Association Board. My experience in AAUW, my professional experience in change management and my membership path within AAUW all contribute to my ability to connect past, present and future.

Tozier

I am running for Director at Large because membership in AAUW has defined who I am. AAUW has supported me through both the good times and times of personal stress. Membership in AAUW has strengthened my resolve to work for equity for all. This is my time and my way to give back to AAUW.

As branch president, state president and regional director, I have worked tirelessly with members and boards to find the most effective ways to promote our mission. Every branch and every state have much in common, yet each has attributes that are unique. It is this individual uniqueness that makes our national organization powerful.

As AAUW Director at Large I will promote by all available means communication between the AAUW Board and the branches and states. I will pursue ways to ensure that communication moves both ways. Both the Board and the branches/states will be proactive. Because I am retiring from my professional job on June 30th, I will be able to devote the time needed to being an effective AAUW Director at Large.

Challenges and opportunities

The full question

6. Please list three major challenges facing AAUW in the next two to five years, and comment on how you could help the organization meet those challenges and advance the mission. Limit: 200 words

The responses

Chamberlain

First, we need to attract new members and strategic partners. We need to recruit and mentor members who share our passion for mission and our values of education and equity. While our grassroots efforts for public policy are laudable, our grassroots efforts to build membership are less successful. A mission focus helps, but without new strategies to build our numbers on several fronts, including national, we might miss opportunities to lead and effect change.

Second, we must retain members and strategic partners. We do this by valuing and engaging our members at all levels, intentionally building new relationships with the national organization. Our programs and practices must draw in and hold our current members. By utilizing today's technologies, we open lines of communications with all members. We allow for diverse structures in branches and states and give members choices for AAUW participation.

Third, we must generate new revenue sources for our program and philanthropy. We currently rely too heavily on member dues and support to sustain our work. Building revenue is challenging in today's economy. We require a serious business/marketing plan to address our needs, revitalize our revenues, and grow our partnerships.

Garfein

Like many other volunteer organizations, AAUW is faced with declining, aging membership. We must re-examine how we can do a better job of meeting the needs of younger women, while continuing to value the contributions of our long-term members.

Related to the declining membership is the fact that we are a dues-dependent organization; additional sources of revenue need to be generated. We need to grow our contributor base by attracting donations from people who support our cause but may not be interested in membership. It will require both strong programming and a strong public relations effort to attract this outside funding.

Even as the country recovers from its current economic downturn, experts are predicting that spending patterns, including charitable contributions, may have been permanently altered. We need to adjust to this new reality by ensuring that our programmatic initiatives are aligned and focused to deliver maximum impact on breaking through barriers for women.

All of these challenges come back to effective programming as the key to improved visibility, membership and financial stability.

Cha

Our commitment to education and equity is never more important in this topsy turvy world of financial meltdown, budget cuts, job loss, climate change concerns, and the list goes on. We can't rest on our past legacy of leadership and achievements because in these uncertain times there is currently a mistrust or lack of confidence in "old guard" organizations. Growing membership will a challenge because more than ever individuals will want our relevance demonstrated...they will expect us to be visible and viable. We must also respect the challenge that our member geography presents, which means refining our communication method and technology to meet the complicated needs of members in small communities, rural areas,suburbs, and urban centers. That means finding better ways to provide program resources to translate our policies and program into action and maximize member connection to the organization as a whole

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Hetman

The major challenge facing AAUW in the next few years is the declining membership. This challenge is also complicated by the economic crisis that faces all of us and the fact that many families are being forced to cut back on their spending.

Our main focus must be membership and the programs that we offer. I believe that the board members must be very thoughtful about our resources and how we can best meet the membership challenge. To advance the AAUW Mission during this time, it is important for us to focus on how much more women will lose if we weaken our forces and don't continue our battle to create a barrier-free world for women and girls. Women and children suffer the most during difficult times and AAUW Board members must stand firm in our commitment to the AAUW Mission, Vision, and Value Promise. My voice and vision of a world where equity is NOT still an issue will be my constant focus as a member of the AAUW Board.

Ho

1) Strategically, AAUW must place itself at the forefront of women's advocacy, requiring bold initiative from board, staff and members. I would set priorities which are mission-relevant, feasible, cost-effective, compatible with organizational capability, and potential for partnerships. AAUW programs and functions should augment each other, and communications must consistently convey AAUW's work to members and public.

2) Fiscally, AAUW must be sustainable, poised for growth. Innovative sources of revenue must be developed to offset dependence on membership dues and contributions. We must create new income streams, affinity partnerships and compatible products. Our members have been loyal and generous in their giving. Committed fundraising efforts must continue to support our fellowships/grants, Legal Advocacy Fund, research, and other signature programs. Membership growth is crucial in maintaining a consistent source of financial support. Branches and states must receive resources as they promote AAUW's work.

3) Organizationally, AAUW must be flexible, strong and responsive at all levels. Branches must be empowered to determine structure and governance, to form partnerships with other groups. All parts of AAUW must feel interconnected through sharing of ideas, resources and decision-making. My leadership strengths include data-finding, setting priorities and action plans, maintaining fiscal stability, and communicating with stakeholders.

Littleton

1. The first challenge is to continue to create an AAUW community that includes all the stakeholders...board, committees, staff, members, and the women and girls for whom we speak. I'm a good communicator, and I believe in dialogue, not monologue.

2. Reclaiming our position as the go-to organization for accurate, unbiased research-based policies is paramount. Integrating our programming is essential to this effort, and I am good at seeing the whole picture.

3. Rebuilding membership and finding new revenue sources is crucial. I'm better at the first than the latter, but I'm a fast learner.

McDowell

Over the past six years AAUW has made bold and sometimes painful decisions that produced a balanced budget, and the proposed corporate consolidation will help contain operational expenses. The primary challenge is to improve the fiscal health of our organization while developing new vehicles that enhance our members' and collaborative partners' connection to AAUW's mission.

The next immediate challenge is to provide members tools to implement the adopted bylaws changes. Bylaws changes will require new policies that will be modified in the branches, states and other membership groups. We must provide creative options that branches can integrate into their operations and share the innovative models that branches find successful. The membership criteria discussion has helped define the value of belonging to AAUW, and we can capitalize on this time of agitation by involving impassioned people at all levels in our organization.

The third challenge is focusing programs and membership. AAUW could be on a rising tide of activism that will carry the mission forward with energy. This will attract members and promote our campus/community programs and research. I want to implement a marketing strategy that produces multi-media recognition for all of our activities, from global-impact studies to local scholarships.

Nivala

*Internal understanding of the breadth and depth of AAUW. In addition to the grassroots AAUW--the branches and state organizations--we are a national Association with a staff of highly qualified professionals. AAUW must find new ways to inform and engage members and potential members around

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this. Doing so allows us to maximize our power and impact the issues.

*Engaging members is a challenge. This includes current membership but also growing our membership. We have great passion and commitment, but this is not always effectively channeled to the work we need to do. For me, articulating our DNA and helping members find their place in AAUW is critical. We must be a welcoming organization, flexible enough to embrace and use the talents of all members. We must consider ourselves primarily members of AAUW as the whole and value all the ways we can come together-- branches, states, geographic areas, on-line, similar interests. No one should feel a lesser member because of how they engage with AAUW.

*Keeping the barriers and issues in the forefront even when some outside voices say there are no barriers left. I'd like to help us reach more women through innovative gatherings and events.

Tozier

AAUW will continue to face several challenges in the next biennium. The three challenges most significant to me are:

*To maintain our leadership in gender equity research and mission-based programming

*To continue the work of the Foundation in our new structure

*To maintain strong branches

Meeting all three challenges will require the dedication and hard work of both the AAUW Board and staff. In my AAUW and professional life I have demonstrated my dedication to achieving equity by focusing on what the organization wants to accomplish and how this can be achieved. The organizational boards of which I am a member count on me to help achieve consensus and move forward in our missions. Focus will be absolutely necessary for AAUW to continue the work of the Foundation by funding research and developing programming that promotes our mission.

AAUW's greatest challenge continues to be identifying the needs of our members and delivering needed support in relevant and timely ways. We must communicate with all members to hear their concerns and ascertain their needs. Strong branches provide a strong foundation upon which AAUW thrives. I will be available to all members to answer concerns and provide leadership.

Strengths and weaknesses

The full question

7. What are AAUW's strengths and how can we capitalize on them? What are AAUW's weaknesses and how can we overcome or correct them? Limit: 300 words

The responses

Chamberlain

Without question, members are our organization's strength, visibility, and voice. Without members, there is no AAUW.

The AAUW Program engages members and defines us. Some attack our Program as too diffuse or even nonexistent. All agree that Program should be at the heart of all that we do, AAUW does have strong programs that are working.

Our public policy program is a source of strength and pride. We regained our foothold and name recognition on the Hill with our support of the Lilly Ledbetter Fair Pay Act. This year alone, AAUW was featured in Parade and Redbook magazines, received several invitations to the White House, and was asked to join the White House Council on Women and Girls. These successes are due to a unity of purpose and the coordinated efforts of our grassroots organization and extremely capable, responsive Washington staff. This is where we shine.

Another strength comes from our philanthropy, specifically our fellowships and grants. We are known for the scholarships we give. Our Foundation awarded over 250 grants this year to further women's education, in addition to the many branch scholarships given out locally.

Our research program is strong, from our groundbreaking research, "Hostile Hallways", which led to anti-bullying campaigns in schools nationwide, to our most recent report, "Behind the Pay Gap", that created a buzz in Washington and elsewhere.

We have Program, but our investment in communicating a clear, consistent, and timely program message needs to improve. Our Program must be sharply focused, with mission the filter to sustain or drop. Program also must be collaborative, data driven, and results oriented to insure a return on investment. And it should also include multiple ways for members to opt into program activities.

Garfein

Strengths:

- * Branch members in communities with the ability to advance our mission at the local level. We can capitalize on this by providing specific programs that branches can implement.
- * History of effective advocacy on issues facing women and girls. We can capitalize on this by intensifying our influence on public policy with an administration in Washington that is generally more positive on our issues.
- * Reputation for credible, often ground-breaking research that illuminates the status of women and girls in our country. We can capitalize on this by doing a better job of following up on the results of the research with additional press coverage, feature stories and branch projects to increase AAUW's visibility.

Weaknesses:

- * Aging membership. We need to develop strategies that will make AAUW more attractive to new generations of women.
- * Lack of visibility. We need to increase the impact of our marketing and communications activities.

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* Dues dependency. We need to develop additional sources of financial support.

Cha

AAUW's legacy of leadership continues to be a strength. We have made our commitment to the power of education and the pursuit of equity through philanthropy, research, advocacy, and branch/community projects tangible. But community building in today's environment needs new communication models to break through competing priorities of limited time and limited resources. That strategic discussion has been at the center of all the surveys and strategic overviews the past few years, asking ourselves "Who are we and where are we going?" One answer that has emerged is that we need to build on our community and national coalitions to expand our advocacy strength about women and girls is crucial. We cannot be insular or parochial or quiet about our priorities or as one member leader once said "we can't rest on our assets." It is important that we find our voice in this knowledge economy, whether it be through the social networks of Facebook or blogs or face to face at a community meeting. We need to be heard to survive and thrive.

Hetman

One of AAUW's strengths is our history as the oldest organization supporting education and equity for all women and girls. We need to use that history to build our future. There are many people that have never heard of AAUW and we need to "spread the word" more effectively in our communities. AAUW needs to make changes in order to be an organization that appeals to a younger membership. We can not survive without bringing in younger members. I joined before my 30th birthday and have been an active member for many years. We need to change the way we operate at all levels from branch to National to make this an organization that will work for both those of us who have been members for most of our adult life and for the 30-40 year olds that also believe in our Mission.

Current branch structures may not be what younger people are looking for in a membership organization. We need to "ask" how AAUW can be more meaningful to the next generation. AAUW can not survive without new members and I think that one of our major weak areas is in leading branches into new ways to find and keep young members. In addition to branches as we know them now, maybe it is time to explore new membership groups that will work better for our possible new members. I see no reason why we can't have the current branch structure for those who enjoy it and have new membership groups for those that are looking for a different structure to membership.

Ho

STRENGTH: Talented, innovative members who are committed to achieving equity.

* Mobilize our collective energy as a grassroots organization to effect legislative change, working toward greater accessibility to education, fair wage employment, economic self-sufficiency. Empower and respect branch and member efforts as they work toward AAUW goals in their own ways.

* Increase efforts toward membership recruitment and retention, with a multi-generational approach. Our strength is in our numbers and diversity.

STRENGTH: A highly-respected legacy of advocacy, research and philanthropic support for education.

* Continue to strengthen AAUW's activity on Capitol Hill and presence in the media. Our staff has done admirable work in speaking effectively for AAUW through respected venues.

* Continue to initiate and fund cutting-edge research, fellowships and grants, STEM education, LAF support, and equal pay advocacy.

STRENGTH: Strong, credible, mutually beneficial partnerships with Puget Sound Center on NSF-funded NGCP, NASPA for NCCWSL, WAGE Project for Start Smart, CARE for international equity, and all our affinity partners.

* Continue to seek such partnerships for resource-sharing, revenue-building, and enhanced clout.

WEAKNESS: Fiscally, AAUW has suffered from significant investment losses, decrease in membership dues and contributions, due to economic conditions and declining membership. These provide major income and have become unpredictable.

* Develop innovative, alternate revenue sources, as finance and development staff have been addressing. Membership numbers and contributions need to grow, as well.

* Align and deploy staffing and resources for program cost-effectiveness/ROI. Board and staff have been doing this program analysis.

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WEAKNESS: Need for continued, fresh leadership at all levels, and increased member participation.

* Initiate non-traditional leadership paths and roles, with mentoring at all levels; implement Leadership Corps.

Littleton

Our greatest strengths are our well-educated and accomplished members and our dedicated staff and national board. Our greatest weakness is the misunderstanding that has developed between these entities through the years. We are beginning to overcome this through much better communication, better program integration, and more willingness on the part of all to recognize the value of each.

McDowell

AAUW's strength springs from its membership base to the mission. We belong to AAUW because we want to achieve equity for women and girls. We've learned that a multi-pronged approach to community, campus and political arenas delivers results that have long and short-term benefits. Our equity projects for girls and college students have made AAUW a known entity locally; our research, fellowships and grants have global impact. We can address equal representation of women in local, state and federal government and equitable treatment in the workplace to establish AAUW as THE equity organization.

Another strength is our presence on Capitol Hill and in state legislatures. Our public policy department is efficient and savvy, and our new executive director has made connections that will enrich AAUW more than ever before. We have enlarged our activism role and improved communication with members via conference calls, mail and electronic media. Our website has grown to allow instant connections that will only enhance our voice and presence in the public policy arena.

Our declining membership is being addressed, but its origins are demographics and the absence of a strong identity outside AAUW except with collaborative partners. We have much work to do on campuses, in communities and within government. Our research and Equal Pay Day participation have received national attention, so I am hopeful we can build on that with high-quality, multi-media exposure as we break through barriers in large and small ways. Effective internal and external communication is the basis of our growth and outreach to diverse populations. Our Association website is an enormous resource and would benefit from a better search function and further integration with other electronic media. If we are not proactive in personal and multi-media connecting, we will be largely ignored by the next generation.

Nivala

One of our biggest strengths is our recognized expertise and leading voice on the issues. We can capitalize on this by strategically maximizing opportunities to engage lawmakers, opinion makers, community leaders, and high profile voices. We can also capitalize by increasing our research and channeling the research into action-- by AAUW and others. A central strength is our grassroots, a membership that can be galvanized around issues and ideas. We need to continue to find ways to reach members within and outside of a formal organizational structure. We also need to provide more opportunity for people to be involved-- short term, focused, high level and local. More strategic use of task forces and gathering of opinion and input is something that will make our strength stronger. We have a highly professional staff that represents our organization and the issues. The staff, lead by the Executive Director, executes the strategic direction provided by the membership through it's elected and appointed leadership. Maximizing each part of AAUW is important to success-- it is very much as case where 1-1-1 = way more than 3! Our philanthropy brings incredible strength--grants, fellowships, LAF, program funding-- all advance our mission. We can capitalize by promoting and clarifying how this critical area remains a core part of AAUW. Our weaknesses include an outdated structure that can be a barrier in itself. Another weakness is our lack of internal understanding of the AAUW's organization as a whole and how all the parts work together to accomplish the mission. We have historically been slow to react to changing demographics, Association trends, societal trends, etc. and their impact on our organization. This has meant more time dealing with the structure (form) rather than mission (function). How we do what we do must take these into account.

Tozier

Of AAUW's many strengths, four are significant:

- *A powerful mission
- *Strong public policy initiatives
- *Fellowships and grants
- *Core of dedicated members and staff

Our twelve-word mission statement says it all in a succinct manner. Equity is the bottom line. We must continue to promote the branding of AAUW to reflect our focus on equity. AAUW must continue to advance our mission publically in both traditional and new ways to attract members.

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In the past several years we have witnessed an increasing presence of AAUW in the policy arena via Board, staff and volunteer efforts of our Lobby Corps. AAUW must continue this advocacy and build upon it.

The work of the Foundation gives substance to the education and research tenets of our mission statement. AAUW's strong history of awarding fellowships and grants is remarkable. Few outside of AAUW know that we enabled Marie Curie to continue her research. We must promote our successes.

AAUW members and staff are dedicated to what AAUW stands for. There is strength in numbers. We have the potential to deliver significant clout.

I am identifying two weaknesses, the first of which is communication. The timing of communications from Board and staff should allow more time for member input. It can be difficult for members to respond to emails sent out late in the day on Fridays or around holidays. AAUW must followup unanswered emails. We need to keep the avenues of communication open with all members, even those who are technologically challenged.

The second weakness occurs in most caring organizations: trying to accomplish too much. AAUW must prioritize and focus on what we can do well with resources that are limited by finances and womanpower. AAUW must continue to create realistic programming that can be replicated at local and regional levels (Programs in a Box).

Comments on bylaws

The full question

8. If you oppose any of the proposed bylaws, please list them and explain why. If you support all the changes, use this space to discuss any you feel are key to AAUW's future. Limit: 300 words

The responses

Chamberlain

When the delegates unanimously approved organizational change in Phoenix, it required revised bylaws to govern our newly unified organization. Our current bylaws dictate how we proceed in designing revised bylaws.

It is the responsibility of the Bylaws Committee, operating independently from the corporate boards, to receive input from members and come up with bylaws proposals, which are then run by focus groups, current and former AAUW leaders, and members of the corporate boards. The proposed bylaws you see are not the creation of any one group. They've come from committee recommendations and from our many diverse members. It is true that both boards (involving many of the candidates for the upcoming election), approved putting the proposed bylaws forward. However, this approval was given with full knowledge that the proposals would be decided by the membership, specifically the delegates attending the convention.

There are many strong feelings around some of the changes under consideration. At this time only convention delegates have authority to amend or accept the proposed bylaws. For that reason, you can see why I strongly support the one member-one vote bylaw change. If approved, all members will have direct input in how they are governed and not just those who attend convention and have the right credentials. Currently, we have members who attend convention yet cannot vote because they are not delegates. And it is not just amendments and elections that will be decided by one member-one vote. All members will have a voice in approving resolutions, endorsing our program including public policy, and addressing other issues critical in shaping the future of our organization. This is absolutely the right thing to do and I strongly endorse it.

Garfein

Taken as a whole, the proposed bylaws will frame the structure of the new organization. I do not believe that any single one of them, taken by itself, is critical to the success or failure of our ability to accomplish our mission. I recognize that opening membership is controversial; it is up to the convention delegates to approve or reject this change.

I believe that the most significant impact on our organization will come from implementing one member/one vote. I also believe that allowing branches the flexibility to choose the structure that works best for them may re-energize smaller branches that do excellent work in their communities but are challenged to fill a large roster of officers.

Cha

The beauty of bylaws is that they give our organization a spine, a basic framework to do AAUW business, to be fast, fluid and flexible. The new bylaws will provide a streamlined governance board, a pathway for different local and state structures, more ways for direct member involvement and policy development. One member, one vote with all its procedural challenges is pivotal to member participation. The issue of membership qualifications is being debated with very valid points brought up on both sides of the question: but the bottomline goal is to determine what is best for moving us forward to expand our legacy of leadership, our reach and impact as an organization with members actively committed to breaking through barriers. However, these bylaws are just the skeleton. It will be up to all of us as member leaders with support of the AAUW staff to fill in the muscles and heart and make our mission happen.

Hetman

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As a current AAUW Foundation Board member, I voted to support the Bylaws committee's proposed bylaws. The bylaws committee brought the proposed bylaws forward after the strategic process, which included comments from a large percentage of members, resulted in providing the guidance for the proposed bylaws. It is a common practice for Board members to vote in support of the committee's proposal, but we all know that the final word will come from the vote of the general membership at convention. My personal opinion of the bylaws is not important to the work that I do as your elected representative. As a member of the Board it is my duty to uphold the bylaws as approved by the general membership. There have been times in the past when I did not support a specific bylaw, but once it became approved by the general membership it became my duty to uphold and support that bylaw. That is the case for the current proposed bylaws. I will listen carefully to the general membership speaking at convention and the bylaws amendments that come before the convention body. I will then cast my one vote in the manner that I feel is most appropriate to move this great organization forward. In the end, I will fully support the final vote and will be a proud spokesperson for AAUW, as defined by the outcomes of the upcoming bylaw session at the 2009 convention.

Ho

I support the proposed bylaws because they are the direct outcome of member input into the strategic process initiated in 2005 by the Association and Educational Foundation Boards. As director-at-large, I will implement whatever decisions are made by the delegate body at Convention 2009.

In 2006, data was collected through well-publicized surveys, focus groups, interviews, discussions at national, state and branch meetings. Members were asked to comment on organizational culture, values and structures, membership requirements and growth, operations and programs at all levels, leadership and governance, future trends, equity and education as issues, perception of AAUW's relevance, etc.

Findings were analyzed and synthesized by a core group with consultant guidance. These recommendations reflected the expressed views of a majority of 11,000+ participants in the fact-finding phases. Recommendations were presented to the joint boards who approved the Principles for Change: commit to a single mission, transform the organization's demographic composition; undertake a strategic restructuring of both Association and Foundation that directly supports achievement of mission and vision.

The Bylaws Committee was charged with presentation of bylaws, based on these Principles, which were adopted at Convention 2007. Further bylaws are being proposed to carry out the direction indicated by delegates in 2007. At every point, members were asked for input, which were considered by the Bylaws Committee in revising the draft versions.

I believe that members have had ample opportunity to express their comments, ranging from strong disagreement to strong assent, reflecting the diversity of our membership. The outcome will be decided by the 2009 delegate body. It is essential that articles defining a structure and governance be approved; otherwise AAUW will have a nebulous corporate entity and tax status.

As a branch member, I welcome the greater flexibility offered for branch governance and sustainability.

Littleton

I support the decision of the Board to bring all the proposed changes to the membership, and I applaud the membership for their interest and study of the changes. While I support all the changes, I will also support the decisions of the delegates.

I think the smartest thing AAUW has done in the 30+ years that I've been a member is to consolidate the organizational structure.

McDowell

I traveled to six western states during convention season. The hottest discussions surrounded perceived lack of detail on individual members voting procedures and dissention about open membership. With the launch of the Membership Pilot Program, branch scholarship pilot and bylaws changes, there is a lot of information for members to digest.

Some members felt the proposed changes came out of the blue, others felt it was the expected step after adopting the Phoenix Rising plan in 2007. This dichotomy underscores the need for a better mechanism for member input and two-way communication. We may need the "middle management" connection for members and Association that the regional directors currently provide and Leadership Corps should fulfill.

I support re-structuring the corporations and accompanying committees, but I have reservations about the logistics and expense of every-member voting. I will support AAUW whether we change our membership criteria or not. If we adopt one-member/one-vote we could then get a clearer picture of the members' desire for new membership criteria at the next annual meeting--if members vote!

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This period of change has brought new voices to the AAUW dialogue. I have witnessed the open membership debate at past conventions, but this is a distinctive time in our national and organizational history. I will listen to the briefings and the debate with an objective ear. I'm eager to see the outcome of these votes and then work on going forward with the new AAUW.

Nivala

I believe the proposed by laws represent a 21st century organization positioned to do work in today's world. It preserves the integrity of a membership organization, yet expands it to meet reality. At critical junctures in our history our membership requirements have broadened in recognition both of our success in breaking through barriers and to be an upfront expression of our mission and values. Now we are moving to give each member a voice. The combination of an elected and appointed Board from the membership, or possibly outside as needed, means AAUW will have a Board with the right combination of skills and experience to lead a professional Association of our size. We have had elected and appointed Directors in the past and it is a combination both true to our heritage and appropriate for an Association of our scope. Bylaws are the basic definition of the organization and provide the solid framework for a responsive organization. The proposed bylaws answer the call to give form to AAUW so we can move forward. I believe the proposed bylaws are an organic growth for AAUW and that they spring from the heart of who we are. They define an organization built on the value of equity.

Tozier

After much thoughtful consideration, I support all the proposed bylaws because they represent the best way for AAUW to merge into one organization. The proposed changes have been four years in the making. I would hope that all 2009 convention attendees have followed the thought process involving reorganization through the 2005 and 2007 national conventions. Much of the current discussion regarding composition of the new board was debated at the Phoenix Convention. Additionally the discussions regarding the membership eligibility have been part of the convention business in 2003, 2005 and 2007.

The most powerful bylaws change is One Member/One Vote. The cost of attending a national convention has impeded the opportunity for some members to attend and participate as delegates. After the technical kinks are ironed out, this bylaws change will provide internal equity for all members. Hooray!

Change can be difficult, but it also is exciting. I look forward to joining a board that will work with those changes that are approved by our delegate body. I have been part of boards of many sizes. Regardless of size, all strong and effective boards have the same agenda: to move the organization forward in its mission.

It is my sincere hope that our collective passions about the bylaws can be used to really promote our mission. AAUW needs the support of all members and potential members in our quest for equity. By working together we can accomplish great things.

Skills

The full question

9. What specific skills would you bring to the board and its work in leading the organization? Limit: 100 words

The responses

Chamberlain

I am uniquely qualified to lead AAUW. Over the past three years, I helped shape AAUW's strategic process and value promise. I have 30 plus years of AAUW executive experience on all levels. I am a proven consensus builder. I believe when there are two opinions on an issue, one is not bound to be wrong.

I will work to build unity rather than conformity and strive to achieve consensus out of conflict. With the board, I hope to create and sustain a high-trust culture of openness, motivating and empowering AAUW members to deliver on mission in our communities.

Garfein

- * Track record of developing innovative branch programming
- * Experience in managing organizational change
- * Marketing and communications expertise
- * Open, straight-forward style
- * A team player
- * Strong speaking and presentation skills
- * Creativity, empathy and a sense of humor!

Cha

My portfolio of skills include expertise in strategic organization development and crisis communications, with 27 years of experience in public affairs, media relations, community outreach and advocacy, I have specialized in community building and public safety, orchestrating many community projects and campaigns working within local and state government and non profit organizations. As a committed 20 year AAUW member with service as a local and state AAUW California leader and as an Association Director at Large, my professional and volunteer board leadership give me a realistic understanding of the breadth of policy decisionmaking needed within our complex national organization.

Hetman

I have worked on gender equity issues for many years, both in AAUW and in my personal career. I have been the Title IX Consultant for the CA Department of Education and have extensive experience with gender discrimination and sexual harassment. My knowledge of gender equity issues is an important skill as an AAUW Board member.

I am a listener and think through what I hear before I offer opinions and suggestions. I am a team player and am committed to maintaining AAUW as the leading organization breaking barriers for women and girls for the next 100 years, if necessary.

Ho

Diversified experiences have sharpened skills in --

- * Setting strategic goals, data-based benchmarks,

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- * Evaluating programs and functions,
- * Assessing fiscal stability, potential for growth,
- * Advocating for mission, focusing on equity,
- * Communicating with transparency and clarity

In addition to AAUW leadership at national, state, branch levels, I have been a leader on regional boards: League of Women Voters, United Way, YWCA, Head Start, Planned Parenthood. As board president of Health Quarters, providing health services to low-income women, I work with staff and board in strategic planning, fiscal oversight, program assessment, fundraising, lobbying for funding, and articulating the mission.

Littleton

My specific skills that are useful for board leadership are:

- I am a good listener and a careful reader;
- I take the job seriously and devote substantial time to my duties as a board member;
- I have institutional memory that has proved helpful;
- I am a good writer, a good speaker, and a good educator;
- I am willing to learn new skills

McDowell

I have been active in AAUW projects and boards 25 years, so I have a good working knowledge of our organization and the Educational Foundation. I depend on my collaborative and analytical skills daily in my career as an optometrist. Confidentiality, fiscal responsibility and problem-solving skills are required in my work and carried into my leadership roles.

My leadership style integrates the process-based science model with creativity, compassion and concise communication. I will focus on prioritizing the strategic plan via policy and program development, research, leadership, philanthropy and bring a new voice from the West to Association proceedings.

Nivala

- *Board Experience - to transition from current strategic process initiative to operations
- *Ability to synthesize and bring issues into focus from both a strategic and practical perspective
- *Strong change management and communication skills/experience in this area with large constituencies
- *Problem solving and issue resolution--bringing parties with passionate but different opinions together
- *Branch, state and international experience--understanding what's working and what's not so successful in the grassroots
- *Understanding of the current structure and workings of AAUW with a firm willingness to consider options
- *Creativity

Tozier

My leadership skills have been honed as an AAUW leader, educator and director of a children's center. I am respected for my professionalism and logical and compassionate approach to the business at hand.

My strongest skills are my people skills. I work well with women of all ages who look to me for assistance and advice about care for their children and employment and education for themselves. My clients trust me to listen to their concerns and offer support. Likewise in AAUW, members know that I care about them and about AAUW.

Why should be elected

The full question

10. Please summarize why people should vote for you. Limit: 100 words

The responses

Chamberlain

In times of change, courageous leadership matters. While respecting AAUW's past, I am emotionally and intellectually oriented to our future. I am ready to take the tough steps required to implement organizational change, but will be transparent and accountable in the process.

My values and life's experiences parallel the core values of AAUW--to advance education and equity for women and girls. My vision for AAUW is built on hope and new possibilities. I am the right person to lead AAUW right now. For more details about my campaign visit: www.electsally.com.

Garfein

I will bring to the office of President in-depth AAUW knowledge and experience combined with business management and marketing expertise which will be essential as we shape the "new" AAUW. I am the Right Leader at the Right Time.

Cha

Community service is my core value. Enlighten, engage and empower that's my focus in these exciting and challenging times. I offer this focus and commitment to my fellow members as we move forward together. "One woman can be an inspiration, but a group of women working together, that's transformation." That's us together, that's AAUW. Choose Cha.

Hetman

AAUW must continue to be the leading force for achieving full participation of women in every aspect of society. I will use my gender equity leadership experience along with my voice and vision as a leader on the AAUW Board of Directors as we continue breaking down barriers, so all women and girls can reach their full potential.

Ho

As regional director, state and branch president, I have respected member input in reaching balanced decisions with openness and integrity. I will work with members, board, Executive Director/staff to position AAUW as a true catalyst for positive change. I have the leadership skills, broad experience and diverse perspectives required to move AAUW forward.

I appreciate that members are the mainstay of AAUW -- who energize the work of breaking through barriers, who initiate novel ways of achieving goals. I believe that equitable access to education and economic security has always been part of our dynamic being. Let us work together!

Littleton

Voters in this election can't make a bad choice...I'm very impressed with the candidates, many of whom I know personally and with whom I've worked through the years. I would appreciate being given the opportunity to continue the work we have begun and believe I can make substantial contributions during the next two years.

McDowell

The new direction for AAUW will require new policies, programs and multi-media visibility. Our members and emerging leaders need support and timely, transparent communication in media that appeals to them.

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I can bring my experience in AAUW, in healthcare and other volunteer work to provide a fresh perspective to what has sometimes been hierarchical when we should be flat, slow when we should be fast and rigid when we should be flexible. I value my experience and training in AAUW and am ready to contribute to our breaking through barriers so all women have a fair chance.

Nivala

My experience on the Board brings continuity to the strategic process work and provides a foundation for moving forward. My commitment to the learning and understanding necessary to be a good Board member means I am willing to consider options, to see multiple sides to an issue and to make tough, strategic decisions. I have the courage to take the road less traveled if necessary, but also see the power staying the course when appropriate. The Board's roll is to bring expertise and be forward thinking. I will bring both to the position of Director At Large.

Tozier

AAUW Members need Linda Tozier because:

I am a proven leader in AAUW who is dedicated to our mission. I approach life's challenges with enthusiasm and good humor. I look for the strengths in people. I am persistent in trying to accomplish what is best for the organization. I take responsibility for the things I say I will do and finish what I start. I am accessible, understanding and compassionate. I have the time, drive and energy to serve on board. I truly care about AAUW.

I would appreciate receiving your support.