

AAUW State Leader Liaison Meetings July 2023

Request from the Nominating Committee:

Please be on the lookout for members in your state that would make good additions to the national committees and board. They do not have to be state or branch leaders.... their leadership ability can come from their professional work or work with other non-profits. Jeanie Latz, Chair
jeanie.latz@gmail.com

State Leader Liaison Meetings:

In May, we discussed what leadership and meetings are required by AAUW and state law. Affiliates were encouraged to determine what leadership and meetings are necessary and which can be eliminated to encourage more participation, including more leaders stepping up to service.

In June, we discussed other affiliate options, if eliminating leadership positions and meetings is not enough.

May Meetings Recap:

The purpose of the meetings was to guide affiliates through an examination of their current structure to determine what, if anything, needs to be changed.

What leadership is required....

- The only leadership required by AAUW is a President/Administrator and Financial Officer.
- The affiliate should research the state non-profit laws to determine what leadership is required by state law.

What meetings are required....

- AAUW does not require any meetings.
- The affiliate should research the state non-profit laws to determine how many meetings are required by state law.

Leadership....

- Examine how many leaders are required by the affiliate bylaws and policies.
- Is the affiliate burdening the structure with too many required leaders?

Meetings/Events....

- Examine how many meetings are required by the affiliate bylaws and policies.
- Is the affiliate burdening the structure with too many required meetings?

What can go....

- Discuss what leader positions and meetings/events are unnecessary.
- The state affiliate should not be a big branch competing with the other branches.

- The state affiliate should have an independent purpose from the branch affiliates.

First question for discuss: What is the purpose of the state affiliate?

- There is no requirement for a state affiliate.
- Several states do not have state affiliates. Branches can exist in a state without a state affiliate.
- These are some of the comments from the meetings in May:
 - Resource to branches
 - Contact state leadership instead of national staff to answer questions
 - Offer training to branches
 - Offer statewide programming
 - Offer leadership development
 - Provide calendar of state and branch events
 - Offer grants to branches for projects
 - Appoint/elect district representatives to liaison to the branches
 - Coordinate communication with the branches
 - Offer monthly/quarterly calls with the branch counterparts (i.e., Membership, Public Policy)
 - Provide the connection to national
 - Oversight of the branches
 - Conduct conventions/conferences/state meetings in-person or by Zoom
 - Reenergize the branches

Second question for discussion: What do branches need (not want) from the state affiliate?

Third question for discussion: What actually interests the members and makes them participate in substantial numbers?

- Analyze the state activities and assess the attendance.
- What activities had the most participation?
- Why did that activity attract more members?

What can go....

- Discuss again what leader positions and meetings/events are unnecessary.
- Can the state affiliate be streamlined?
- Is the structure scaring off potential leaders?
- If streamlining is not enough, how can the structure be changed?

The same analysis can be done at the branch level.

June Meetings Recap:

We discussed different affiliate structures. Board members and Governance Committee members are available to meet individually with states and branches to help with affiliate structure discussions.

State Affiliates

- No state affiliate structure is required. Several states do not have a state structure.
- States can be governed by a committee structure.
- A small state can be governed by a larger state.
- Two or more states can be governed by the same leadership board.
- Regional leadership can govern several states.

Branch Affiliates

- Two or more branches can merge.
- Two or more branches can be governed by the same leadership board.
- Branches can be governed by the state leadership board.

July Meetings Recap:

In July, we discussed how to recruit members.

Step 1: Make a list of everything the branch does, including meetings, events, interest groups, etc.

Step 2: Determine which items have the best participation.

- These are the things that appeal to your current members.

Step 3: Determine to which age group each item appeals.

- What value do branches offer to people under 30 years of age? Why would they want to join a branch?
- What value do branches offer to people 30-50 years of age? Why would they want to join a branch?
- What value do branches offer to people over 50 years of age? Why would they want to join a branch?
- Different branches may have different target groups based on what they offer.

Step 4: When new people come – ENGAGE then.

Recap of some of the discussions in the meetings:

Reasons we give our time to AAUW:

- We believe in and want to live the mission.
- Opportunity to use our leadership and organizational skills.
- Networking with interesting, accomplished women.
- Energized by the work and women with whom we work.

How to engage the next generation:

- Engage and don't insult. It does not matter what they are wearing, if they are late, and if they leave early – do not scold.

- Talk about our mission in terms of *social justice, social action* rather than *public policy* - how characterized and communicated makes a difference. JEDI – Justice, Equity, Diversity, and Inclusion.
- Provide opportunities for members to use their leadership skills outside of meetings.
- Bring in speakers and introduce members to interesting, accomplished women throughout the state.
- Engage in projects outside of meetings to energize - across branches and throughout state/region.
- Give awards to outstanding women outside of organization to expose members to others.
- Reach out to colleges and universities – faculty, staff, and students. To receive tenure, faculty must show community involvement.
- Pops on college campuses to highlight membership, grants/fellowships, and programs.
- Partnership with other organizations that have a large membership base like Commission on Women and LINKS.
- Look at companies in your area that have volunteer or community service hours offered or required of their employees.
- Form special interest groups on topics such as books, film, policy, travel.
- Use the Give a Grad a Gift Program – branch offers to pay membership for a year.
- Create an issue oriented online group (human trafficking, reproductive rights, student debt).
- Do programming that appeals to younger members.

Things to think about:

- Focus on why members spend their time with our organization vs. other choices.
- Find out what new members are passionate about and find a fit for them. Existing members too.
- Understand what competes for members' time, money, and other resources.
- Compare and articulate our value as compared to our competitors (other organizations with same or similar missions—NOW, League of Women Voters, etc.).
- How much of the branch/state time is spent on social events vs. mission-based events?
- Is the branch/state just supporting the mission and not advancing the mission?

Things branches/states are doing:

- The first article in the branch newsletter is always about the mission.
- Book sales are still extremely popular and attract new members that are interested in the book sale. How can those members be utilized in support of the AAUW mission?
- Local scholarships are given by many branches.
- Activities in the community, especially at schools.
- Flags on graves.
- Awards to People Who Made a Difference.
- Partnerships with like-minded groups – Girls, Inc.

AAUW Information:

A. Executives and Staff

- Gloria Blackwell – Chief Executive Officer (2 positions)
- Shannon Wolfe – Managing Director and Chief of Staff (11 positions)
 - Tom Chappell – Vice President of Finance
 - Julian Sfeca – Director of Information Technology and Facilities
 - Jessica Miller - Archivist
- Tiffany Sanchez – Vice President of Programs and Fellowships (16 positions)
 - Shana Sabbath – Director of Fellowships and Grants
 - Elizabeth LaRocca – Director of Programs
 - Leshell Hatley – Director of STEM Programs
- Katrina Sun Breese – Senior Director of Institutional Advancement (10 positions)
 - Tremayne Parquet – Deputy Director of Advancement
 - Angela Cooper – Senior Manager of Connect
 - Skye Landgraf – Director of Institutional Advancement
 - Nadia Daghistani – Senior Manager of Major Giving
- Kendall Ridley – Senior Director of Communications and External Affairs (5 positions)
- Meghan Kissell – Senior Director of Public Policy and Member Advocacy (3 positions)

B. Board of Directors

- Julia Brown, J.D., Board Chair
Julia T. Brown is a lawyer with extensive experience in executive management, financial management, nonprofit formation, and governance, as well as compliance enforcement. She has served in the U.S. Army and worked in corporate America and at all levels of government in Oklahoma, the District of Columbia, California, and New Mexico. She has held a variety of AAUW positions at the national, state and branch levels.
- Malinda Gaul, J.D., Board Vice Chair
Malinda Gaul practices employment law in San Antonio, Texas and has worked with several non-profit organizations to advance the rights of women. She chaired the Women and the Law and Labor and Employment Law sections of the State Bar of Texas and was President of the Texas Employment Lawyers Association. She has served in a variety of AAUW positions at all levels, including President of AAUW Texas.
- Peggy Cabaniss, Board Finance Vice Chair
Peggy Cabaniss has worked in the investment field as a financial planner and investment advisor. She was the owner and co-founder of HC Financial Advisors, Inc., a fee-only financial planning and investment advisory firm in Lafayette, CA. She has held leadership positions in the National Association of Personal Financial Advisors, including a stint as chair of its national board.

- Cheryl (Cherie) Sorokin, J.D., Board Secretary
 Cheryl Sorokin is an attorney who spent much of her career at the Bank of America, where she was executive vice president and corporate secretary. She is a published author on corporate governance and now consults on governance matters with Veaco Group. Currently, she is president of Marin Villages, a nonprofit that helps older adults remain active, connected, and independent in their home. At AAUW, she has held leadership positions at the branch and national level, including serving on the national board since 2017.
- Kimberly S. Adams, Ph.D., Director
 Kimberly S. Adams is an accomplished political scientist and activist with more than 15 years of experience in academia and the private sector. She has a history of success in publications and public speaking on topics related to race, gender, and politics. She is a member of numerous organizations devoted to research, equity, social justice, and women's equality. She serves as a Selection Panelist for AAUW's American Fellowships and Research Publication Grant programs.
- Gloria R. Bañuelos, Ph.D., Director
 Gloria R. Bañuelos is part of the Government Affairs team at Qualcomm Incorporated, where she applies her background in science, education, and research to advance public policies and diversity initiatives in patents and intellectual property. Most recently, she was the head of Qualcomm® Thinkabit Lab™, a homegrown STEM (Science, Technology, Engineering, and Mathematics) engagement program for students of all cultural and socioeconomic backgrounds. She oversaw all aspects of the program including content development, instructor onboarding, program implementation and data collection to inform best practices for replicating and expanding the national network of Thinkabit Lab sites. As first-generation Latina with two degrees in Biochemistry, Gloria gained first-hand knowledge of how difficult it can be to enter a STEM field. She has spent her professional career creating opportunities for students of diverse backgrounds to see themselves as scientists and engineers. Her commitment to diversity, equity, and inclusion extends to contributing her expertise to the advancement of Black, Indigenous, People of Color and women. She holds leadership positions on various boards, including the Society for Hispanic Engineers, the LatinQ Inclusion Employee Resource Group at Qualcomm, and the American Association for University Women. Her endeavor is to be curious and learn from others.
- Joseph (Joe) Bertolino, Ed.D., Director
 Joe Bertolino was named the sixth President of Stockton University, Galloway, New Jersey, on March 3, 2023, after serving as President of Southern Connecticut State University, in New Haven, President of Lyndon State College in Lyndonville, Vermont, and Vice President for Enrollment Management and Student Affairs at Queens College/City University of New York. He is a teacher, lecturer, and prolific author, including co-authoring a book on peer mentorship. He has served in leadership roles on numerous national boards.

- Lisette Garcia, Ph.D., Director

Lisette Garcia, Ph.D., is Chief Research Officer, for the Hispanic Association on Corporate Responsibility. Dr. Garcia formerly served as Assistant Vice President for Diversity, Inclusion, and Belonging at Penn State University and Executive Vice President and Chief Operating Officer for the Hispanic Association on Corporate Responsibility, a Washington D.C. non-profit that works with Fortune 500 companies to develop and evaluate their Hispanic inclusion strategies for talent, suppliers, and corporate leadership. A trained researcher with degrees from The Ohio State University, Virginia Tech, and Penn State, Garcia has dedicated her career to exploring educational and employment issues within the realm of corporate social responsibility, discrimination, and diversity and inclusion. Garcia has published several articles on employment discrimination and Latino educational attainment in scholarly journals. Garcia also serves on the board of directors for Collegiate Directions Inc. and currently chairs the Justice, Equity, Diversity & Inclusion Committee of the Southern Sociological Society.
- Elizabeth (Beth) Haynes, Director

Elizabeth Haynes has more than 30 years of experience as both an employee and volunteer for non-profit organizations in California and Canada. She has held such positions as secretary, president, and director of strategic planning. She is a Professionally Registered Parliamentarian and serves as parliamentarian for the Canadian Federation of University Women. At AAUW, she has held leadership roles in her local branch and the Michigan state association. Beth has recently returned to California.
- Jenna Kirkpatrick Howard, Director

As Senior Vice President at Lockton, Jenna Kirkpatrick Howard works with non-profit and for-profit organizations to identify, assess, and manage their financial, operational, and reputational risks. Within her firm, Jenna is appointed to the Executive Committee for the Northeast Series of Lockton Companies. She also serves on two steering committees for Lockton – Women in Leadership and the Diversity Equity & Inclusion Council. Jenna is the 2022 Chair of the Elite Women Producer (EWP) group within Lockton. Outside of Lockton, she has served on the nonprofit boards that support of families in underserved communities around the Washington DC area and national equity organizations, specifically focused on advancing women and girls.
- Jeanie Sell Latz, J.D., Director

Jeanie Sell Latz, Director, has been a leader in public, private, academic, and non-profit sectors. She served as executive vice president, chief legal officer, and corporate secretary of Great Plains Energy, and currently teaches in the Bloch School of Management at the University of Missouri–Kansas City. She also consults in the areas of corporate governance and strategy. She received a B.S. degree in Business Education from Missouri State University and a J.D. from the University of Missouri.
- Edwina Frances Martin, J.D., Director

Edwina Frances Martin is a public interest lawyer with deep experience in public policy, government relations, non-profit management, and strategic communications. She is currently Commissioner and Public Administrator of Richmond County (New York City).

Previously, she was chief of staff for a New York City council member and a litigation associate at several private-sector law firms. She does volunteer work in her community and in the New York City legal field.

- **Shaila Rao Mistry, Director**
Shaila Rao Mistry, Director, is president of Jayco MMI, an aerospace medical-device company. She is the founder and chief executive officer of the STEM Institute for organizational growth, leadership development, strategic planning, and foresight institute. She has deep experience in economic development and advancement from perspectives of small business, human resources, talent protection, policy, advocacy, and corporate social responsibility, and has worked on such issues as decent work and fair pay, trafficking, and digital human rights online. She is a global speaker and sits on notable boards at state, national and global levels, including California State and University of California
- **Monique Taylor, Ph.D., Director**
Monique Taylor is the Provost and Chief Academic Officer at Champlain College in Burlington, Vermont. Dr. Taylor has spent the past 18 years working in international higher education with teaching and administrative positions in Mexico, China, the United Arab Emirates, Israel, and Palestine. She spent the early part of her academic career as a professor at Occidental College in Los Angeles and has held teaching and research fellowships at Amherst College, Occidental College, and the UCLA Center for Afro American Studies. She holds a Ph.D. and M.A. in Sociology from Harvard University and a B.A. in Sociology from Yale.
- **Mary L. Zupanc, M.D., Director**
Mary L. Zupanc was a professor in the Department of Pediatrics and Neurology at the University of California, Irvine (UCI). She has also been the UCI Division Chief of Pediatric Neurology, the Chief Neurology Strategy Officer, and the Co-Medical Director of the CHOC Neuroscience Institute. She has published many articles in peer-reviewed journals and has authored several book chapters, particularly on pediatric epilepsy, infantile spasms, and epilepsy surgery. She has served on the executive board of the Child Neurology Society and is currently on the board of directors for the Child Neurology Foundation. Mary has recently returned to Wisconsin.

C. Committees

- **Advancement Committee**
Chair: Dianne Owen
Develops and implements strategies related to fundraising and member engagement.
- **Audit Committee**
Chair: Jenna Howard
Assists the board with AAUW's financial reporting and audit process and ensures AAUW complies with laws and regulations.

- Executive Committee
Chair: Julia Brown
Helps the board of directors to act on important issues that arise between board meetings and oversees the corporate and legal affairs of AAUW.
- Finance Committee
Chair: Peggy Cabaniss
Oversees AAUW's financial strategy and performance and makes recommendations about the organization's financial affairs and policies, including the annual budget and investments (other than long-term funds).
- Governance Committee
Chair: Malinda Gaul
Vice Chair: Shaila Rao Mistry
Helps the board ensure the effectiveness of the governance of AAUW.
- Investment Committee
Chair: Peggy Cabaniss
Advises AAUW on how to invest and manage long-term funds based on AAUW's investment policies and recommends investment advisors to the board.
- Nominating Committee
Chair: Jeanie Latz
Chair: Mary Zupanc
Recruits and nominates qualified candidates for election or appointment to the board.
- Inclusion and Equity Committee
Chair: Melissa Ingram
Works to improve the diversity and inclusion of AAUW's membership.
- Public Policy Committee
Chair: TBD
Counsels AAUW on its six-month and two-year public policy priorities and advises members on important advocacy work.

D. State Leader Liaison Program

- The state leaders and board liaisons have been divided into seven regional groups. Meetings will be scheduled for the same day and time each of the designated months. Board liaisons are assigned in pairs, so the meeting can be covered by one or both. If both liaisons have a conflict, then another board member can cover. Governance Committee members will also participate to assist with answering questions about governance. During some months, additional state leaders (e.g., public policy, membership, program) will be invited to participate for presentations in those areas.
- Each month there will be a set agenda for each of the meetings, so there is consistency with all the state leaders. The committee presentations will also be the same for each of

the meetings. Notes will be taken, especially during the Exchange of Ideas section (state leaders will be encouraged to report on projects in the state and the branches in their state). A document will be developed after all the meetings that month, which will include the presentations and ideas, for distribution to the state leaders. State leaders will be encouraged to send the information to the branch leaders in their state.

- Since the meetings will be the same, if a state leader has a conflict and cannot attend their regional meeting, they are invited to join another region.