



AAUW

Membership Tool Kit

Breaking through Barriers

2008-09 MEMBERSHIP TOOL KIT

ACKNOWLEDGEMENTS

Ann Gustafson, 2007-09 AAUW Membership Committee Chair

Elizabeth Bolton, Senior Editor

Angela Cooper, Member Relations Manager

Mukti Desai, Senior Graphic Designer

Christy Jones, Director, Membership

Rebecca Lanning, Managing Editor

Claudia Richards, Field Relations Officer

Sherie Talley, Member Services Manager

© 2008 American Association of University Women

Materials from the AAUW Leadership Library, including this Membership Tool Kit, may be photocopied and disseminated with credit given to AAUW. If photocopies include materials printed with permission from other sources, please credit the other sources as well.

AAUW advances equity for women and girls through advocacy, education, and research.

In principle and in practice, AAUW values and seeks a diverse membership. There shall be no barriers to full participation in this organization on the basis of gender, race, creed, age, sexual orientation, national origin, disability, or class.



AAUW

Breaking through Barriers

1111 Sixteenth St. N.W.

Washington, DC 20036

Phone: 202/728-7637

800/326-AAUW (2289)

FAX: 202/861-8068

TDD: 202/785-7777

E-mail: connect@aauw.org

www.aauw.org

TABLE OF CONTENTS

Chapter 1. What Every Membership Vice President Should Know.....	3
It's All About Membership.....	4
Membership Development Calendar	4
State and Branch MVP Position Descriptions.....	7
Categories of Membership.....	9
Association Dues and Fees Table.....	13
Automatic Increase in Branch Dues.....	14
Membership Q&A.....	15
Chapter 2. Where Are We Now and Where Are We Going?	17
Branch Membership Profile.....	17
Calculating Membership Statistics	18
How Do We Rate? Recruitment and Retention Questionnaire	19
Where Are We Going?.....	20
Understanding the Needs of Your Members.....	20
Chapter 3. Why Join AAUW?.....	25
Convincing Prospects to Join.....	26
The Value of Belonging to AAUW.....	26
Turning “Maybe” Into “Yes!”.....	29
Applying Marketing to Membership	31
Marketing Plan Worksheet.....	33
Chapter 4. Weaving Membership Into All You Do.....	36
Building Membership through Programming.....	36
Building Membership through Public Policy and Voter Education.....	37
Building Membership through Visibility.....	39
Chapter 5. Targeting Specific Populations.....	41
Life Cycle of Membership.....	41
Baby-Boomer Activists.....	42
Generation X.....	43
People of Diverse Races, Ethnicities, Classes, Sexual Orientation, and Abilities	44
Fellowship and Grant Recipients.....	46
What's In It For Me?.....	47
Chapter 6. Recruitment Strategies.....	50
Shape the Future Membership Campaign.....	50
Half-Year Dues Program.....	51
Give a Grad a Gift.....	53

Member-at-Large Direct Mail Program.....	53
A Few More Tips.....	54
Chapter 7. Now You've Got 'Em, How to Keep 'Em.....	55
Welcome Them.....	55
After the Orientation.....	56
Shared Leadership (or How to Reduce Burnout).....	56
Well-Organized Meetings.....	57
Renewing.....	57
Making Renewal Calls.....	57
Turning New Members Into Active Members.....	58
Chapter 8. Easy Ways to Use Technology.....	63
E-Mail.....	63
Electronic Newsletters.....	64
Website.....	64
Online Branches.....	65
Chapter 9. Branch and Satellite Formation and Disbandment.....	67
Ten Steps to Branch Formation.....	67
Branch and Student Satellites.....	69
Branch Disbandment.....	70
Branch Disbandment Checklist.....	71
Appendix.....	73
AAUW Community Programs.....	73
AAUW Leadership and Training Institute.....	75
Additional Resources.....	76
Getting Help.....	78
Membership Tool Kit Evaluation.....	82

Abbreviations Used in This Tool Kit

- ADR Additional Dues Remittance Form
- BDR Branch Dues Report Form
- C/U Colleges and Universities
- LAF Legal Advocacy Fund
- MVP Membership Vice President

Chapter 1

WHAT EVERY MEMBERSHIP VICE PRESIDENT SHOULD KNOW

Membership vice presidents (MVPs) have one of the toughest AAUW leadership roles, especially since branches and states are as unique as the communities in which their members live. This Membership Tool Kit helps you navigate your role as MVP and meet the needs of your branch and state.

The tool kit encompasses the myriad elements of association membership—from recruitment to retention. Topics covered include developing a branch or state membership profile (Chapter 2), describing the benefits of belonging to AAUW (Chapter 3), promoting AAUW membership in all branch and state activities (Chapter 4), targeting and recruiting new members (Chapters 5 and 6), retaining members (Chapter 7), using technology (Chapter 8), and forming or disbanding branches and satellites (Chapter 9). The appendix includes descriptions of AAUW program priorities, a list of organizations and print resources, and AAUW contact and resource information.

Get help wherever you can. Many branches have addressed and solved some of the issues you may be facing. Take advantage of their wisdom. Post a question on the MVP e-mail list, contact a branch, talk to your state MVP or regional director, consult with the AAUW Membership Committee, or contact the staff at the national office (see “Getting Help” in the appendix).

And don't forget to regularly check the AAUW website at www.aauw.org. New tools and information are posted there continually.

It's All about Membership

What is the backbone of AAUW? Our members, of course! And the MVP of any branch or state has a pivotal leadership role in managing members effectively.

Membership growth requires planning, participation, and commitment by all members. By working together in the developmental stages of projects and programs, you and your committee—with program, public policy, voter education, communications/visibility, AAUW Educational Foundation, and AAUW Legal Advocacy Fund teams—can uncover opportunities for capturing new recruits and revitalizing current members.

What is a major key to recruitment and retention success to maintain a vital branch and state? Mastering the rules of the membership GAME:

Goal Setting

- Define what you want to accomplish.
- Be specific and quantitative. Set and track member recruitment and retention goal amounts and dates.
- Define diverse target markets.

Action Planning

- Identify strategies and time lines.
- Outline specifically how you will accomplish each goal.

Money and Resource Management

- Identify volunteer time, money, and other resources needed to implement membership plans.
- Work with your board to determine how your needs will be met.

Energy/Enthusiasm/Encouragement

- All three E's are necessary to make things happen.
- Plan ways to encourage, reward, and recognize recruitment and retention efforts to keep members energized.

Membership Development Calendar

Deadlines

- **July 1:** Beginning of the membership year (July 1 through June 30).
- **July 1:** Deadline for the national office to receive Branch Dues Reports (BDRs).
- **Dec. 31:** Conclusion of Phase One of the AAUW Keys to the Future: A Member-Get-a-Member campaign.
- **Jan. 1-March 15:** Half-year dues and fee program for new members and student affiliates.
- **Jan. 31:** Last day the national office can receive dues for members and fees for student affiliates to be included in the Feb. 1 membership count, which is used to calculate the number of convention

delegates, membership growth, and per capita branch and state contributions.

- **March 15:** Deadline for the national office to receive payment for the half-year dues and fees program for new members and student affiliates. (Note: Dues and fees received after March 15 will be applied to the following membership year.)
- **June 1:** Deadline for branch and state Officer Forms for the upcoming fiscal year to be received by the national office.
- **June 15:** Conclusion of Phase Two of the AAUW Keys to the Future: A Member-Get-a-Member campaign.
- **June 30:** Deadline for Shape the Future membership campaign. Application for Free Branch Memberships to be received by the national office.

Monthly Planning

June–July

- Make sure your name and contact information are listed as branch or state MVP on the new Officer Form submitted to the national office so you will receive all MVP mailings and e-mail messages.
- Serve on program development, public policy, voter education, communications, and other committees to help plan the year's programming and ensure each initiative integrates membership development, including components of the Keys to the Future and the Shape the Future membership campaigns.
- Work with the finance officer to collect and submit members' dues and student affiliates' fees. The BDR is due at the national office by July 1.
- Receive and review files from the outgoing MVP.
- Contact members who haven't yet renewed their membership.
- Meet with your membership committee to plan summer and fall events.

August

- Ask your state MVP for a copy of the member-at-large data files and labels sent by the national office. Use the contact information to recruit members-at-large as branch members.

September

- Review national office notification (sent to regional directors and state presidents) of branches that have not yet renewed their members and student affiliates.
- Contact lapsed members to encourage them to renew.
- Review the starter kit sent by the national office. Use it in year-long branch planning.

October–November

- Review the Branch Verification Listing sent by the national office. Advise AAUW Member Records of any discrepancies.
- Hold a Shape the Future recruitment event, such as a Sister-to-Sister summit or Transitions Conference.
- Introduce new members to the group and get them involved as quickly as possible.

- Print a new member section in your newsletter.
- Contact prospective branch members, including members-at-large, who attend recruitment events.
- Hold orientation events for small groups of new members.
- Begin planning an end-of-year/holiday event with the program development committee, incorporating components from the Shape the Future membership campaign.
- Work with the finance officer to ensure that all dues and fees are submitted to the national office using the Additional Dues Remittance (ADR) Form.
- Encourage members to give new graduates a free AAUW membership-at-large through the Give a Grad a Gift program. Forms are available in the Join/Renew section of the AAUW website at www.aauw.org/join.

December–January

- Plan an event for new members in February.
- Use the half-year dues program to recruit new members.

February–March

- Ensure the accuracy of the Feb. 1 count sent by the national office to branch, state, and regional leaders.
- Review and update membership files.
- Ask your state MVP for a copy of the member-at-large data files and labels sent by the national office. Use the contact information to recruit members-at-large as branch members.
- Hold a new member event and orientation session.
- Plan a spring recruitment event, incorporating components from the Shape the Future membership campaign.
- Meet with your membership committee to evaluate your year's work.
- Use the half-year dues program to recruit new members.

April–May

- Work with your finance officer to submit the BDR by July 1 (the report is sent to finance officers).
- Help with the spring recruitment drive.
- Encourage members to give new graduates a free AAUW membership-at-large through the Give a Grad a Gift program. Forms are available in the Join/Renew section of the AAUW website at www.aauw.org/join.

May–June

- Meet with the incoming membership vice president.
- Attend the state convention.
- Select and meet with the new membership committee.
- Make sure the name and contact information of the upcoming MVP are on the new Officer Form submitted to the national office so that person will receive all MVP mailings and e-mail messages.

- Use newsletters, meetings, invoices, phone calls, e-mail, and personal notes to remind members to renew.
- Encourage members to give new graduates a free AAUW membership-at-large through the Give a Grad a Gift program. Forms are available in the Join/Renew section of the AAUW website at www.aauw.org/join.

Year-Round Activities

- Work with the board to develop a strategic plan that integrates membership development.
- Work with individual committees to make sure each project and activity integrates membership development, including components from the Keys to the Future and the Shape the Future membership campaigns.
- Keep membership development visible. Use your newsletter and meetings to announce membership development news.
- Carry membership and student affiliate brochures wherever you go to recruit new members and student affiliates. Encourage other members to do the same.
- Ask members to give you names of potential members. Set up a process to contact each of them.
- Contact participants from all programs and activities and invite them to get involved and join.
- Hold orientation sessions.
- Seek and mentor your successor.

Position Description: AAUW State Membership Vice President

Overview of the position: Oversee statewide efforts to recruit and sustain a diverse, active membership.

Overall responsibilities:

- Assemble a state membership committee to develop and implement your state's membership activities.
- Evaluate previous state membership development efforts, assess current membership and state demographics, and identify underrepresented groups you would like to recruit.
- Develop a state membership action plan with measurable goals and objectives. Your plan should support branch and state recruitment efforts and recognize branches for growth, retention, diversity, and significant anniversaries.
- Ensure that membership development priorities are integrated throughout your state's strategic plan. Work with state officers and committees to integrate membership with other state priorities including diversity, program, public policy and the Voter Education Campaign, the Legal Advocacy Fund, the Educational Foundation, leadership, and visibility.
- Communicate your state membership goals to your branches and support their membership development efforts.
- Work with a state college/university chair or membership committee member charged with coordinating college/university representatives in the state.

- Encourage individual members (members-at-large) to join branches.
- Seek opportunities to promote membership, sponsor membership events, and facilitate membership recruitment at activities and events.
- Promote the formation of branches and satellites in the state. Serve as a key resource for branch and student organizers and for branches that are developing satellites, disbanding, or merging.
- Report on state membership statistics and trends as requested.
- Develop and oversee the membership budget in your state.

Specific responsibilities to branches in your state: Maintain regular contact with your branch MVPs and support their membership development efforts through motivation, encouragement, regular communication, technical assistance, and support—including the online Member Services database and membership recruitment workshops and training at state and regional conferences. Promptly send branches information you receive from the national office.

Specific responsibilities to the Association: Compile, maintain, and submit all membership reports and dues and fees as requested. Adhere to all Association membership policies, and encourage branches to do the same. Participate on the AAUW State MVP e-mail list to receive information and to have a dialogue with other state MVPs.

Specific leadership skills relevant to the position: Planning and goal setting, communications, marketing, team building, consensus building, and leadership development.

Time commitments: Along with the time needed to accomplish the above responsibilities, serve on the state board of directors and other committees as assigned. Attend state conventions and board meetings.

Available resources: AAUW Membership Committee and staff, membership brochures, state/branch MVP starter kit mailing, Leadership Tool Kit, Diversity Tool Kit, Branch and State Finance Tool Kit, *AAUW Outlook*, *Mission in Action*, Membership Committee e-mails, and membership campaign materials.

Position Description: AAUW Branch Membership Vice President

Overview of the position: Oversee branch efforts to recruit and sustain a diverse, active membership.

Overall responsibilities:

- Recruit a branch membership team to help plan and implement strategies for identifying, recruiting, and retaining branch members.
- With your team, evaluate previous membership development efforts, assess current membership and community demographics, and identify underrepresented groups you would like to recruit.
- Develop a membership action plan with specific and measurable goals.

- Ensure that membership development priorities are included in your branch’s annual plan.
- Work with other branch officers and teams to integrate membership with other branch priorities.
- Seek opportunities to promote AAUW membership at branch and community events.
- Manage the membership recruitment and retention process, following up with your finance officer to ensure proper collection and processing of applications, dues and fees payments and analyzing data on branch membership renewals, recruitment rates, and reasons for nonrenewal.
- Work with college/university representatives from local institutions to recruit student affiliates and Emerging Leader interns.
- Ensure that the branch has a comprehensive orientation program that provides opportunities for new members to become involved.
- Ensure that the branch budget reflects membership priorities.

Specific responsibilities to your state: Maintain regular contact with your state MVP and report on member interest surveys and other activities as requested. Adhere to all state membership policies. Share successful membership recruitment strategies with your state MVP and other branches.

Specific responsibilities to the Association: Compile and submit AAUW membership reports as requested and adhere to all AAUW membership policies. Participate on the AAUW Branch MVP e-mail list to receive information and to have a dialogue with other branch MVPs.

Specific leadership skills relevant to the position: Planning and goal setting, communications, marketing, team building, consensus building, and leadership development.

Time commitments: Along with the time needed to accomplish the above responsibilities, serve on the branch board of directors and other committees as assigned. Attendance at state conventions, regional conferences, and the AAUW national convention is strongly encouraged.

Available resources: AAUW Membership Committee and staff, membership brochures, state/branch MVP starter kit mailing, Leadership Tool Kit, Diversity Tool Kit, Branch and State Finance Tool Kit, *AAUW Outlook*, *Mission in Action*, Membership Committee e-mails, and membership campaign materials.

Categories of Membership

A description of AAUW’s membership categories can be found in the Join/Renew section of the AAUW website at www.aauw.org/join. Included are eligibility requirements, application forms, and “The Value of Belonging,” which describes the value of membership for each category.

For dues for each membership category, see page 11.

New Members

As stated in the *AAUW Charter and Bylaws*, Article IV, Section 3a(1):

A graduate holding an associate or equivalent, baccalaureate, or higher degree from a qualified educational institution, a degree from a foreign institution recognized by the International Federation of University Women (IFUW), or a foreign degree acceptable as a basis for admission by graduate schools at regionally accredited universities of the United States shall be eligible to receive admission to AAUW membership; such membership shall be granted upon payment of dues to the AAUW finance officer or to a branch treasurer. The provisions set forth in this section are the sole requirement of eligibility and admissibility to membership. Refusal to admit an eligible graduate to branch membership shall result in loss of recognition of a branch.

Qualified institutions are defined in the *AAUW Charter and Bylaws*, Article IV, Section 2 as “educational institutions that offer recognized associate, baccalaureate, or higher degrees and that have full regional accreditation or appropriate professional association approval.”

- For information on “associate or equivalent,” see page 13.
- New members are those who have no current AAUW affiliation.
- New members may have been AAUW members in the past. If they have not renewed their membership within the last two years, however, they are categorized as new members. Previous years count toward 50-year honorary life membership.

Dual Members

As stated in the AAUW Board Policies, Policy Number 202, Membership Categories, “Any AAUW or associate member who holds membership in more than one branch is referred to as a dual member.” AAUW membership is recorded and Association dues are paid through only one branch, which is considered the member’s primary branch.

- Dual members affiliate with more than one branch.
- Dual members pay Association dues and fees only through their primary branch.
- Dual members pay branch dues and fees in all branches to which they belong.
- Dual members pay state dues only once if all branches are in the same state.
- If the primary and secondary branches are in different states, secondary states may also require the dual member to pay dues and fees.
- Dual members are included in the Feb. 1 count for all branches.

- For the AAUW convention, dual members are included in the delegate count for their primary branch only; they are not included in the count for their secondary branches.
- Dual members can hold any office but president in their secondary branches.
- Members-at-large are not affiliated with a branch and, therefore, are ineligible for dual membership.

Members-at-Large

A member-at-large is not affiliated with any branch and pays dues directly to the Association. Members-at-large receive *AAUW Outlook* and all Association services except those made available only through branches or states.

- Members-at-large are not affiliated with a branch and, therefore, are ineligible for dual membership.
- Members-at-large can transfer to branch membership at any time, in most cases without paying additional Association dues. The transferring member may, however, have to pay branch and state dues.
- Members-at-large are on an annual renewal cycle, meaning that their membership year begins the date they join and ends one year from that date. (Branch membership runs from July 1 to June 30 regardless of the date the member joins.)

Applications are available in the Join/Renew section of the AAUW website at www.aauw.org/join or from Connect2AAUW.

Paid Life Members

Any member may become a paid life member of the Association upon payment of the current Association dues multiplied by 20.

- Paid life members receive a congratulatory letter, certificate, and permanent membership card.
- Paid life members are exempt from further payment of Association dues.
- Paid life branch members pay branch and state dues as established by the branch and state.

Honorary or 50-Year Life Members

Any member who has paid Association dues for 50 years is eligible for honorary life membership. The 50 years need not be consecutive. Upon recognition, an honorary life member pays no further Association dues.

- Honorary life members receive a congratulatory letter, certificate, and permanent membership card.
- The member or the member's branch must submit the application for honorary life membership.

- Honorary life branch members must pay branch and state dues, unless the branch or state chooses to waive dues for those members.

Applications are available from Connect2AAUW or in the Forms section of the Member Center at www.aauw.org/member_center/forms.

Associate Members

Associate members are no longer admitted. As stated in the *AAUW Charter and Bylaws*, Article XII, Section 2e: “Associate members are those who were admitted prior to July 1, 1957, upon completion of at least two years of nonprofessional work as would have been credited toward an approved degree in any college or university on the Association membership list at that time. None shall be admitted after that date.”

- Associate membership cannot be renewed after resignation or lapse of membership.
- Current associate members may renew their associate membership or transfer their associate membership to another branch.

College/University Partnership Program

With more than 500 members, the AAUW College/University Partnership Program is composed of leading institutions committed to fostering educational equity while providing growth opportunities for students, faculty, and staff. With AAUW, institutions help students, faculty, and staff on campus and nationwide achieve their goals and become tomorrow’s leaders. Colleges and universities should be invited to engage in grassroots programs and other initiatives, especially those sponsored by the AAUW Leadership and Training Institute.

- C/U partnership dues cover one college/university representative.
- C/U representatives may become branch members upon payment of branch and state dues.

Applications are available in the Join/Renew section of the AAUW website at www.aauw.org/join or from Connect2AAUW.

Student Affiliates

As stated in the *AAUW Charter and Bylaws*, Article IV, Section 4: “An undergraduate student enrolled in a regionally accredited educational institution shall be eligible for student affiliation. Student affiliates shall be entitled to attend branch, state, and Association meetings and receive the publications distributed to all members of the Association. Affiliates may not vote nor hold office.”

- Student affiliates are not members and, therefore, pay no dues; they do, however, pay fees established by the Association Board of Directors.
- Branches and states set their own fees for student affiliates. These fees vary by branch and state.

- Student affiliates must be undergraduates of a regionally accredited two- or four-year institution. Baccalaureate degree holders returning to school are eligible to become a branch member or member-at-large, not a student affiliate.
- Associate or equivalent degree holders returning to school can become a student affiliate and not have a vote nor hold office, or the student can become a full member with the privileges of voting and holding office.
- Student affiliates are included in branches' Feb. 1 count for recognition purposes.
- Student affiliates are not counted in determining the number of branch delegates for the AAUW biennial convention.
- Student affiliates cannot hold office.
- Student affiliates have no voting privileges.

Applications are available in the Join/Renew section of the AAUW website at www.aauw.org/join or from Connect2AAUW.

Association Dues and Fees Table

Changes to this table are posted in the Tools and Guides section of the Member Center on the AAUW website at www.aauw.org/member_center/tools and are available from Connect2AAUW. State dues and fees vary; please consult your state finance officer.

New Member

Someone new to AAUW or someone who rejoins AAUW after two or more years of lapsed membership. A current member-at-large who joins a branch is considered a transfer to branch membership.

Membership Category	When to Submit*	Dates of Membership	Association Dues/Fees
Branch Member	March 16-Dec. 31	July 1-June 30	\$49
Lapsed Branch Member (two or more years)	March 16-Dec. 31	July 1-June 30	\$49 (If dues are current)
Member-at-Large	Anytime	One year from join	\$49**
Student Affiliate	March 16-Dec. 31	July 1-June 30	\$17
College/University Representative	n/a	July 1-June 30	\$0 (Association dues covered by C/U partner institution dues)
Half-Year Branch Member	Jan. 1-March 15	Jan. 1-June 30	\$24.50
Half-Year Student Affiliate	Jan. 1-March 15	Jan. 1-June 30	\$8.50
Half-Year Shape the Future Campaign	Jan. 1-March 15	Jan. 1-June 30	\$12.25

Renewing Member

Someone who has been an AAUW member in the last two years. A current member-at-large who joins a branch is considered a transfer to branch membership.

Membership Category	When to Submit*	Dates of Membership	Association Dues/Fees
Branch Member	March 16-Dec.31	July 1-June 30	\$49
Lapsed Branch Member (less than two years)	March 16-Dec. 31	July 1-June 30	\$49
Transfer Member (from one branch to another)	n/a	July 1-June 30	\$0 (if dues have already been paid—contact Connect2AAUW)
Member-at-Large to Branch Member	n/a	July 1-June 30	\$0 (if dues have already been paid— contact Connect2AAUW)
Dual Member (branch members only)	n/a	July 1-June 30	\$0 (Association dues paid through primary branch)
Branch Member to Paid Life Branch Member	Anytime	Permanent	\$980
Member-at-Large	Anytime	One year from join	\$49**
Member-at-Large to Paid Life Individual Member	Anytime	Permanent	\$980
Honorary or 50-Year Member	n/a	Permanent	\$0 (Association dues are waived)
Student Affiliate	March 16-Dec. 31	July 1-June 30	\$17
College/University Representative	n/a	July 1-June 30	\$0 (Association dues are covered by C/U partner institution dues)
Associate Member***	March 16-Dec. 31	July 1-June 30	\$15

College/University Partner

Full-time Student Enrollment	Dues	Full-time Student Enrollment	Dues
Less than 1,000	\$125	10,001-20,000	\$275
1,001-5,000	\$175	20,001-30,000	\$325
5,001-10,000	\$250	More than 30,000	\$350

* Delayed receipt of dues results in delayed or missed publications and other communications from the national office.

** By vote of the AAUW Board of Directors, member-at-large dues are \$49 for FY08 and FY09.

*** New associate members are no longer admitted.

Automatic Increase in Branch Dues

During the 2003 AAUW Convention, delegates voted to increase branch members' dues by \$2 per year for six years beginning July 1, 2004.

The following branch dues will be in effect through 2010:

July 1, 2004 through June 30, 2005 \$41
July 1, 2005 through June 30, 2006 \$43
July 1, 2006 through June 30, 2007 \$45
July 1, 2007 through June 30, 2008 \$47
July 1, 2008 through June 30, 2009 \$49
July 1, 2009 through June 30, 2010 \$51

In 2008–09, the Association Executive Committee shall be directed to review whether or not the annual fixed-amount increase concept shall be continued, to consider other options, and to make a recommendation to the Association Board of Directors. The recommendation will be published in an every-member publication for action by the members at the AAUW convention in 2009.

Membership Q&A

What do the *AAUW Charter and Bylaws* now define as the criteria for membership in AAUW?

As amended by the delegates to the 2005 convention, the *AAUW Charter and Bylaws* now admit to membership “a graduate holding an associate or equivalent...degree from a qualified educational institution.” The bylaws define qualified institutions as “educational institutions that offer recognized associate, baccalaureate, or higher degrees and that have full regional or appropriate professional association approval.”

What is the definition of an associate degree?

The *American Heritage Dictionary* defines an associate degree as “an academic degree conferred by a two-year college after the prescribed course of study has been successfully completed.” J.R. Whittstruck in *Requirements for Certificates, Diplomas and Associate Degrees* (State Higher Education Executive Officers Association, 1985) states, “An associate’s degree is a degree awarded by community colleges, junior colleges and bachelor’s degree-granting colleges and universities in the U.S. and Canada upon completion of a course of study equivalent to the first two years in a four-year college or university. It is the lowest in the hierarchy of academic degrees offered in these countries.” The associate degree includes associate of arts (AA), associate of science (AS), associate of applied science (AAS), associate of arts and science (AA&S), and associate of applied arts (AAA, usually in music or commercial art). The most academic are the AA and the AS, and these programs are usually geared toward a student expecting to transfer to a four-year college. However, all are qualified associate degrees.

What is the equivalent of an associate degree?

The equivalent of an associate degree is an academic degree or diploma awarded by a qualified institution such as a business college or a hospital, which may not be called “associate degree” but has the same academic requirements or greater. A qualified institution is one that has full regional or appropriate professional association approval. Examples of an equivalent degree are two- or three-year RN diplomas, usually based in a hospital or a community college, and business college/school associate degrees (usually an AAS in business-related fields). A certificate awarded by a business college normally does not qualify. For example, many business colleges offer either an associate degree (usually an AAS but some AA degrees) or a certificate in the same field (common examples are accounting and marketing). However, the course requirement for a certificate is not equal in academic credits to those required for the associate degree, and it is not the equivalent to two years of courses or the common 60 hours as the two-year standard. Furthermore, a certificate is not generally accepted by four-year colleges as equivalent to an associate degree for the purpose of transfer. Therefore, our conclusion is that “equivalent” usually applies to the RN diploma and to associate degrees awarded by business colleges/schools. The latter are still going to be called “associate degrees.”

Are those with more than two years of college but no degree or diploma as defined in the previous paragraph eligible for AAUW membership?

No. AAUW remains an organization whose members have completed academic work and have been awarded a degree or diploma from a qualified educational institution.

What happens to student affiliates who receive an associate degree but continue their schooling toward a bachelor's degree?

At the time of receiving an associate degree, student affiliates will have a choice in the way they remain affiliated with AAUW. They can choose to become a full member with the privilege of voting and holding office, or they can choose to remain a student affiliate and not have a vote nor hold office.

What if prospective members are not certain if they qualify for membership or if a program qualifies as equivalent to an associate degree?

Questions regarding eligibility and qualification can be addressed to MemberCriteria@aauw.org or [Connect2AAUW at 800/326-2289](tel:8003262289). Queries will be handled by the Membership Department, the membership chair, the bylaws chair, or the AAUW parliamentarian as appropriate.

Note: The AAUW Board of Directors approved the membership criteria clarification as presented in this document on July 31, 2005.

Chapter 2

WHERE ARE WE NOW AND WHERE ARE WE GOING?

This chapter provides tools to help you assess your state and branch membership and plan for the future.

Branch Membership Profile

Assess your current branch membership. How many members are in your branch? What is the profile of your average member? Do you have members of diverse ages, backgrounds, occupations, abilities, classes, nationalities, and ethnic groups? What groups are underrepresented—or unrepresented—in your branch?

Profile of existing membership:

Groups that are underrepresented:

Calculating Membership Statistics

Statistics can serve as an important guidepost to charting membership growth. Share this information with your branch board and state leaders so they can see how your group is doing compared to previous years and to groups of the same size or geographical area.

	Example	Your Branch
1. Number of members retained		
Number of members from last year's Feb. 1 count	30	_____
Number of new members recruited between last year's Feb. 1 count and now	5	_____
Current membership	34	_____
Total (subtract the number of new members recruited since the last Feb. 1 count from the current membership, e.g., $34-5=29$)	29	_____
2. Retention rate		
Number of members from last year's Feb. 1 count	30	_____
Number of members retained	29	_____
Retention rate (divide the number of members retained by the number of members in last year's Feb. 1 count, e.g., $29/30=97\%$)	97%	_____
3. Rate of change		
Number of members now	34	_____
Number of members from last year's Feb. 1 count	30	_____
Total membership growth/loss (subtract last year's Feb. 1 count from the current membership, e.g., $34-30=4$)	+4	_____
One-year rate of change (divide total membership growth/loss by last year's Feb. 1 count, e.g., $4/30=13\%$)	+13%	_____
4. Rate of first-year branch member retention		
The number of new members recruited in the previous year divided by the number of new members recruited from previous year who renewed in the current year (e.g., the 5 members recruited in the previous year divided by the 4 members who renewed in the current year=80%)		
	+80%	_____

How Do We Rate? Recruitment and Retention Questionnaire

Use this questionnaire to determine where you can improve your recruitment and retention efforts. There is no scoring formula. You know best your group's strengths and shortcomings.

Recruitment

1. Are you known in the community at large? How (website, media coverage, community event, etc.)? What does the community know about you?
2. Do you have links with your community? For example, do you open meetings and events to the community or co-sponsor activities with other groups? What community services do you offer?
3. Do you have someone in charge of membership? What is that leader's function? Does a committee support your recruitment program? Does the whole membership?
4. Can your members readily explain what AAUW stands for and what it does on the national, state, and branch level?
5. Have you identified any specific groups as potential members, for example, community leaders, activists, young professionals, women of differing classes, people of diverse cultures and races, women with disabilities, or college and university students?

Retention

1. Do your projects and programs meet the needs of your members and communities? Do you offer opportunities for working together on worthwhile projects? Do you meet the interests of members of different ages and backgrounds?
2. Do you remind members about the benefits of AAUW membership?
3. Do you make your new members feel welcome by personal contact? Do you involve them in activities? Do you keep data on their special abilities, skills, and interests and match tasks to people?
4. Do you attract younger members? Do you encourage young members to take leadership roles?
5. Do you provide opportunities for members to develop and hone skills and explore new interests?
6. Do you offer your members opportunities to network and make friends?
7. Do you encourage your members to participate in planning and decision-making?
8. Do you run efficient meetings?

9. Do you offer a variety of activities or do you regularly conduct only one type of activity, such as meetings with speakers?
10. Do you have at least one community action project or other activity that will provide tangible results in a reasonable amount of time?
11. Do you solicit comments from your membership whenever you plan to try something new? Do you encourage members to suggest ideas for potential new projects or activities?
12. Do you regularly review your activities and goals in light of members' evolving needs and interests?
13. Are meetings and events accessible to people with disabilities? Accessible by public transportation?

Where Are We Going?

To grow and evolve, we must expand our thinking not only about recruiting methods but also about creative alternatives to traditional branches. To reach out to new members and retain current ones, we must try structures that meet a variety of needs. Consider these:

- Workplace branches
- Campus satellites
- Branches composed of people in the same profession
- Online branches
- Interest groups within a branch

Planning for AAUW's continued success in the 21st century means exploring new ways to bring members together. Talk with your members and prospects as well as your branch and state leaders. Brainstorm. Be creative. Have fun as you plan the AAUW of the future!

Understanding the Needs of Your Members

Millennium Membership: How to Attract and Keep Members in the New Marketplace is a recent publication by Mark Levin, considered a membership guru by many in the association community. The following section on developing a system to understand members and prospects is reprinted with permission from the American Society of Association Executives.

Develop a system that allows you to understand the different needs of various categories of members and prospects

The ability to communicate empathy to members and prospects will be critical to your success in attracting and retaining members. The competition from private, for-profit, and government sources will increase the pressure on membership organizations to use what has long been their competitive advantage: the built-in loyalty members have for their organization.

In the old marketplace this loyalty was taken for granted. In the millennium marketplace, it not only cannot be taken for granted but also must be reinforced. To do that, you have to convince members that your organization knows more about their needs than anyone else. This empathy can't come from guesswork or history. It has to come from a systematic—and frequently updated—approach to learning about members' needs.

This simple chart can be used to monitor member needs.

Type of Member/Prospect	What Do We Know About Them?	How Can we Help?

To fill in the first column, list your organization's categories of members or prospects. These categories can be as formal as the ones listed on a membership application (voting, regular, associate, and so forth) or they can be more descriptive of the work done or position held (for example, new to the profession, small business, CEO). The idea is to determine the major demographic descriptions of your membership and potential membership base. In a professional society in the healthcare field, these major breakdowns might include newly licensed practitioners, students, experienced (more than five years) in the field, working in an institutional setting, and self-employed. These descriptions would be added to the first column of the chart.

In the old marketplace, organizations jumped directly from column one (a description of the member or prospect) to column three (how can we help?). It was fine to tell the members and prospects what you had to offer people in their category and let them decide how that program or service could be of benefit. Here's how that old marketplace chart might look.

Type of Member/Prospect	What Do We Know About Them?	How Can we Help?
new to the field		reduced dues publications chapter activities
student		student chapters publications chapter activities
experienced		publications education program convention
institutional practice		publications continuing education video library
self-employed		publications continuing education chapters

In the new marketplace, the most important column on this chart isn't the third but the second: What do we know about them? If you identify the type of member and present a list of what the organization believes would be helpful, all you've done is repackage the list of programs and activities and assign them based on the organization's idea of value.

The skill needed in the next century is communicating these perceived values from the perspective of the member or prospect, not from the organization's perspective. (Remember: It's not about you.) To do this effectively, you'll need to fill in the middle column of the chart with care. "What do we know?" doesn't mean a description of the member or prospect—that is already covered in the first column. Instead, the middle column should identify what you know about the problems a member/prospect in this category faces every day.

Complete the middle column entirely from the member's or prospect's perspective. Include words or phrases that describe what goes through the mind of a person in that segment when he or she goes to work each day. What are the day-to-day obstacles those members must overcome? If you can identify key elements in the second column, you'll find it easier to determine what programs, services, and values to highlight in the third column.

Using the example of a healthcare organization, here is the thought process that would help fill in the middle column of the chart.

- Question:** What problems might someone new to the healthcare profession face?
Answer: Finding that first job, continuing to learn about the field, becoming economically self-sufficient, making contacts that can help him or her get started.
- Question:** What problems might a student in the healthcare field face?
Answer: Lack of money (no full-time job, student loans), interest in finding a job upon graduation, balancing student life and career interests, gaining a competitive advantage in the job market.
- Question:** What problems might an experienced (five years or longer) healthcare professional face?
Answer: Job security, recognition, retirement, continuing education.
- Question:** What problems might a person working in an institutional setting face?
Answer: Staffing, schedules/shift work, supervisory issues, recognition, logistics.
- Question:** What problems might a self-employed professional face?
Answer: Attracting new clients, business management, continuing education, taxes/finances.

By answering these questions, the organization learns not about specific programs or services (that's the organization's perspective) but about problems that need to be solved (the member/prospect's perspective). The second column, when filled in, helps determine how to communicate the value of membership. [The completed chart is on page 24.]

This chart now becomes useful for solving problems instead of simply matching membership categories and services. By focusing on helping members solve problems, an organization shifts its focus from what it does to what it can do for the member or prospect. The middle column becomes the empathy column. One consideration when filling in the middle column is the problem of time. Organizations should focus on their ability to help solve problems with the understanding that all of these problems are magnified by the member's or prospect's concerns about time.

Many times, staff and volunteer leaders fill in the middle column. This can be a problem if they are not in tune with the day-to-day problems of members and prospective members. Staff members may not come from the profession or business the organization represents; even if they did, they probably have been away from the field for some time. Given the rapid rate of change in the new marketplace, these staffers are unlikely to be completely up to date on changes in the workplace. As for volunteer leaders, they tend to be the more successful people in their respective fields. Although these people certainly understand the problems, they may not be in touch with the average practitioner or the new person.

The best way to fill in the middle column on this chart is to ask current members and prospects. It's important when talking to these members/prospects to ask the right questions. "What do you want the organization to do for you?" isn't the right question. Most members and prospects can't answer that. A better question would be something like, "When you get up in the morning and go to work, what are the three biggest challenges you face? What are your three biggest daily concerns?" Questions of this kind are much easier for people to answer and help to focus the information organizations are seeking.

Type of Member/Prospect	What Do We Know About Them?	How Can we Help?
new to the field	first job continuing education contacts	chapter meetings (to make contacts and learn) video library (continuing ed) publications with referral services and job listings
student	no money future job lifestyle competitive advantage in the job market	reduced dues mentoring programs student chapter activities internships
experienced	job security recognition retirement continuing education	career counseling chapter meetings and leadership opportunities certification opportunities
institutional practice	staffing scheduling logistics recognition	special seminars awards programs personnel training publications chat rooms
self-employed	new clients business professional continuing education	listservs website advertising opportunities directory listings

When members and prospects answer these important questions, there is no assurance that the organization can solve all of their problems. That's not the intent of the exercise. No organization can be all things to all people. This exercise is designed to help organizations focus their membership marketing efforts, not develop brochures to tell members and prospects what they want to hear. Organizations shouldn't try to make promises they can't keep or offer benefits that don't exist. (On the other hand, you can use this member input to begin investigating potential new services and programs.)

Reprinted from Mark Levine, *Millennium Membership: How to Attract and Keep Members in the New Marketplace*, pp. 47-52, with permission from the American Society of Association Executives.

Chapter 3

WHY JOIN AAUW?

According to Cynthia D'Amour in *How to Turn Generation Me Into Active Members of Your Association*, pp. 6-7 (adapted by permission of the author), people get involved in associations for three reasons:

1. Developing professionally and personally: We live in an era that demands lifelong learning to keep up with change.

- How can people improve the quality of their life or make their job easier?
- What skills and knowledge can they learn or improve by being involved?
- Will being active in your branch help them advance in their career?

2. Contributing to a greater good: Many potential members are motivated by helping some greater good. It may take form in student involvement, mentoring, scholarships, collecting for the needy, or some form of community involvement. The possibilities are endless and need to be relevant to your members.

3. Belonging to a community: People want to network, have fun, and build quality relationships that fulfill personal and professional needs. They want to feel that they belong. You need to support them in their goals and make sure your members have lots of opportunities to bond with each other.

These three reasons create the return on the time people invest in AAUW and your branch. Helping people realize the value your branch offers takes savvy marketing.

Convincing Prospects to Join

To convince prospective members that AAUW is worth joining, members must be able to explain in a few words what AAUW does, what it hopes to accomplish, and what it has to offer. It takes practice to boil down a lot of information into a few sentences that make an impact. During a branch or state meeting, create what often is called the “elevator speech,” one that can be delivered quickly—in the time it takes to ride in an elevator.

The AAUW value promise is designed to be just such a speech. You can tell potential members that, by joining AAUW, they belong to a community that breaks through educational barriers so that all women have a fair chance.

Members must quickly assess prospective members and determine what they might want from AAUW membership. When you meet in person, you can estimate someone’s age, for example. Chapter 5 presents different age levels and discusses why people in these age groups join organizations today.

Listed below are highlights about AAUW. Remember, you often have only a few minutes to describe AAUW, so pick the highlight that will particularly interest each prospective member. For more information and to find membership benefits for colleges and universities and student affiliates, visit the Join/Renew section of the AAUW website at www.aauw.org/join.

The Value of Belonging to AAUW

For quick reference, here are AAUW’s value promise and mission and diversity statements:

By joining AAUW, you belong to a community that breaks through educational barriers so that all women have a fair chance.

AAUW advances equity for women and girls through advocacy, education, and research.

In principal and in practice, AAUW values and seeks a diverse membership. There shall be no barriers to full participation in this organization on the basis of gender, race, creed, age, sexual orientation, national origin, disability, or class.

As an AAUW member, you’ll be proud to belong to this nationwide group of people who value education and equal rights, who are breaking through barriers for all women and girls, and who, together, provide a powerful voice for women and girls—a voice that cannot and will not be ignored. And as an AAUW branch or member-at-large, you will receive the tangible benefits listed below. Don’t forget to include benefits particular to your branch.

- **A voice in government.** AAUW's 100,000-member voice is key to lobbying, briefing policy-makers, and spearheading coalitions on critical women's and civil rights issues. Take advantage of opportunities for hands-on action through activities such as the AAUW Capitol Hill Lobby Corps and the online Two-Minute Activist. Receive briefings and fact sheets on critical policy issues. Read the *Washington Update* online and watch for *Action Network* alerts
- **A powerful network.** Whether in spirit, online, or in person, you belong to a community of people who value education and equal rights and who believe in taking action. Wherever you go, you will find a community of friends and professional contacts. Locate AAUW colleagues around the world through the AAUW Membership Directory (in print or electronic format).

Additional benefits for branch members: Make new friends and meet professional colleagues when you participate in local meetings and activities.

- **Timely and relevant information at your fingertips.** AAUW's award-winning magazine, *AAUW Outlook*, and the *Mission & Action* e-bulletin highlight issues and individuals influencing education and equity for women and girls. The *Action Network* alerts you to congressional actions on issues that can change your life. State and branch groups publish newsletters about local activities and interests.

On the AAUW website, find information on equity and education issues; opportunities for online advocacy; links to Congress; information about Educational Foundation fellowships, grants, and awards; and summaries of plaintiffs and their cases supported by LAF.

In the password-protected Member Center on the web, find information provided exclusively to AAUW members.

- **National and regional activities.** At conferences like the AAUW National Convention, expand your personal and professional network. Learn skills to strengthen your leadership role at work, at school, or in your community. Chart the course for advancing equity for women and girls in the United States and around the world. Discover innovative strategies to promote equity and social justice. Sharpen your skills in advocacy and cross-cultural and intergenerational communications.
- **Opportunities for activism.** Participate in programs like AAUW's Sister-to-Sister Summits for teens and Sisters in Action follow-up activities, Woman-to-Woman Community Dialogues on Social Justice, Transitions Conferences for women considering a return to school or addressing career and lifestyle changes, Voter Education Campaigns, and other state and local programs.

Additional benefits for branch members: Take part in projects benefiting women and girls in your community.

- **Professional and educational support.** AAUW educational and professional development programs help you develop your professional and personal skills and hone your leadership skills. Take advantage of AAUW's Leadership Library and volunteer to serve on national boards, committees, and panels. As your confidence grows, share your skills and interests with others at national and local programs.

Benefits for branch members: Attend local professional and educational programs and take advantage of additional leadership opportunities at branch, state, and regional levels.

- **Access to fellowships, grants, and awards.** Discover the more than \$4 million that the Educational Foundation provides annually in fellowships, grants, and awards for outstanding women around the globe. Encourage family members, friends, or local scholars to apply.
- **Updates on groundbreaking research.** Take pride in being part of an organization that studies issues that matter to women and girls today and for generations to come. Use the action guides and other tools to make changes in your community. Members receive discounts on research reports.
- **Increased buying power.** Take advantage of exclusive member discounts for AAUW books and merchandise; magazine subscriptions; quality health insurance plans; flowers, cakes, and gifts; auto insurance; education loans; and books.

The AAUW Educational Foundation

The AAUW Educational Foundation (www.aauw.org/ef) was established in 1958 by members of AAUW to carry out the philanthropic mission of the organization: supporting women's educational advancement through fellowships and grants. Now one of the world's largest sources of funding exclusively for graduate women, the Educational Foundation continues a long, distinguished, and dynamic tradition through a broad range of initiatives including the following:

- Providing more than \$4 million in fellowships and grants to increase educational opportunities for women at critical stages of their academic and professional development
- Producing and disseminating research on the educational experience of girls and women
- Partnering with colleges and universities to fund scholars-in-residence who conduct research on vital issues in education
- Improving the status of women and girls internationally through financial support for international scholars' academic advancement and grants for community development projects in fellows' home countries

- Supporting women’s lifelong learning and providing information on career advancement, work-life balance issues, financial planning, and access to AAUW archival materials through the Alice Ann Leidel Library and Marion Talbot Archives

The AAUW Legal Advocacy Fund

A program of the AAUW Educational Foundation, the Legal Advocacy Fund (www.aauw.org/laf) works to combat sex discrimination in higher education and the workplace.

LAF works to combat sex discrimination through

- community and campus outreach programs
- an online resource library and various advocacy tools
- research reports
- *amicus curiae* opportunities in cases of discrimination that disadvantage women in the workplace
- support for landmark sex discrimination cases that have the potential to make a difference for all women

For further resources and information, see the *AAUW Legal Advocacy Fund Tool Kit* in the Tools and Guides section of the Member Center at www.aauw.org/member_center/tools.

Turning Maybe Into Yes!

Before your prospects join, they may ask questions or raise concerns. Be prepared with your responses.

I’m not interested in women’s issues.

- AAUW isn’t just about women’s issues. It’s about networking, personal development, and building relationships.
- Women’s issues are not the only concerns addressed by AAUW. We also address education, family, and community issues.

I’m already committed to another women’s organization.

- AAUW is a perfect place to develop leadership skills useful in your work with other organizations.
- AAUW addresses so many different interests and issues that your involvement will be an asset to your participation in other groups.
- Through AAUW you will meet women from a wide variety of backgrounds.

- AAUW, formed by college graduates in 1881, is the leading organization promoting education and equity for women and girls. Your membership would strengthen the voice of all women and girls.

I have other commitments on meeting nights.

- Meetings are just one component of AAUW. You may want to participate in one of our community projects, our voter education campaign, or other activities.
- Meetings are rotated to fit members' differing schedules, and no member has to attend every meeting or event.
- Participate to the extent that you can.
- Consider becoming a member-at-large.
- Members' responsibilities fluctuate according to individual needs and priorities.

I'm too busy—especially with my work.

- Members may devote as much time as they want to AAUW activities.
- AAUW offers a respite from work, a different perspective, and opportunities for personal and professional growth.
- If branch membership seems too much of a commitment, join as a member-at-large and enjoy the benefits of Association membership without regular demands on your time.

I'm just out of college and feel too young for the group.

- AAUW plans activities on a variety of topics. Surely one will interest you.
- Enjoy opportunities for networking to enhance your personal and professional lives.
- We need you to join and help recruit people in your age group—we need what you have to offer!

I don't know anything about AAUW.

- Come to a meeting and find out more about us.
- Read this pamphlet about AAUW and this recent issue of *AAUW Outlook*.
- Let me tell you more ...

I'm planning to leave the area in the near future.

- Join AAUW and you will become part of a network of more than 1,000 branches and approximately 100,000 members nationwide. Your membership can be transferred to a branch in your new community at any time at no extra charge. When members transfer their membership, they automatically have a group of friends who will make them feel at home in their new community.

AAUW dues are too high.

- AAUW's dues are comparable to dues of other women's and professional organizations.
- Look at the benefits you will receive as an AAUW member: *AAUW Outlook*, insurance plans at low group rates, opportunities for developing your leadership skills, a voice with policy-makers, and the companionship of college-educated women almost anywhere you live or work.
- By becoming a member, you are supporting a force for positive action for women.
- As an AAUW member, you will be investing in your own intellectual growth. Dues may be deductible if you are a professional educator.

Applying Marketing to Membership

The American Society of Association Executives published *Membership Marketing* in 2000. The following excerpt incorporates the concept of marketing with membership recruitment and provides a description of the elements of a marketing plan. You will find marketing plan worksheets following this excerpt.

Members are not as loyal as they once were. In our grandparents' and even parents' time, association memberships were like union memberships. If you were a lawyer, you joined the American Bar Association, if a nurse, the American Nurses Association. Today those groups, and almost any other you can name, are facing declining memberships and market share because lawyers, nurses, and others have a wide variety of associations from which to choose—and the choice not to belong to an association at all.

One major reason for this declining loyalty is the lack of time members, customers, and prospects have to devote to an association, according to Harmon O. Pritchard. This lack of brand loyalty is most prevalent among Generation X'ers—those born between 1961 and 1981—says Pritchard. Some of the largest associations, both trade and individuals, have lost thousands of members and customers because of competition from smaller specialty associations and from for-profit groups and because of the lack of member and customer loyalty. The Direct Marketing Association says that on any given day the average consumer is subjected to over 25,000 marketing messages; he or she may remember 20 of those messages and act on just one.

Increasingly, consumers choose not to act at all, or don't act like they once did. On average, an individual gets more than 900 pounds of mail each year, dozens of faxes, and scores of unsolicited telemarketing calls. Out of all that clutter, why should anyone read your association's mail, visit its Web page, come to its conference, or take its telephone call?

The concept of build it and they will come is dead. The days when associations could sit back and rely on prospects to go searching for them are also fading. With the increase in competition for member attention and loyalty from both traditional and nontraditional sources, including the Web, for-profit groups, and international organizations, the need for associations to increase their marketing savvy is critical.

...

Your prospects, current members, and customers are more critical of your products and services, are more choosy because they have more choices outside your association, demand better customer service and more guarantees, and are more likely to leave if you have the one-size-fits-all mentality. In the early part of the twentieth century there were just a handful of pharmacy associations. The 1999 National Trade and Professional Association Directory lists over 60.

Elements of the Marketing Plan

Associations need to market their products and services now more than ever before, so your marketing plan and budget need to be a part of an association-wide, integrated plan for success.

Marketing plans come in all shapes and sizes. There are detailed ones that are several inches thick and ones that are done in outline form in just a few pages. It is not the length of the plan, but what the plan says and can accomplish that matters. Although length and format of plans differ, good plans cover in some depth the following items:

1. The near- and long-term goals of the association. What is the realistic number of new members and customers you need annually? What revenues need to be generated? These numbers need to be based on fact, past history, market conditions, and so forth.
2. Know the marketplace. Who are your members? Where do they work and live? What products do they buy? How old are they? What level of education do they have? What other associations or organizations do they belong to? What publications do they read? Increasingly, the use of marketing intelligence—demographic and psychographic information about current members and customers—has helped recruit, retain, and renew members and customers from year to year.
3. Marketing is everyone's business. Get buy-in for the plan from the top—the board and the executive office. Involve all other staff and volunteers who can help you make your goals. Everyone needs to be on board with the plan, for you to succeed.
4. What benefits, services, and products will be produced, highlighted, changed, or eliminated to attract these new or renewed members and customers? It's fine to say your association wants to increase book purchases, but if your association's catalog of books is nonexistent, or out of date, then your chances for success are nonexistent.
5. What resources—staff and volunteer time, outside vendor partners, other strategic alliances, and budget—will be needed and can be dedicated to ensure the success of the plan? Be realistic. According to the 1998 ASAE Operating Ratio Report, the average association marketing staff is 1.5 people, so unless you want to work 24 hours a day, 7 days a week, make sure you take responsibility for a reasonable level of work and agree to annual marketing goals and objectives that are attainable.
6. Know the numbers. Know how to calculate results, return on investments, lifetime value, maximum acquisition costs, renewal rates, and so forth. Success or failure often can turn on one-tenth of 1 percent, so knowing the expenses and revenues are important.
7. Create a time line. What's the schedule needed to design and implement the plan and then to analyze the results? Get the planning process started earlier. If you don't get an approved plan until half-way through your fiscal year, and you're already more than 50% behind budget, it may be almost impossible to turn around the results before year's end.

8. How will the plan's success or failure be determined? Find out who determines success or failure and how will it be judged—by the total number of new members or customers, total number of inquires, a 5 percent growth in renewals, by the total amount of revenue produced, by cutting overall expenses 5 percent, and so forth. You may not be able to accomplish everything in a single year. You may have to sacrifice one goal to make another.
9. What's plan B? How will you capitalize on the original plan's success or failure? Be flexible. Everything may not always turn out as planned. If your efforts are widely successful, you don't want to stop. Yet many associations simply stop their marketing efforts when they reach their desired results. That would be like Coke telling it's marketing staff, "We've sold enough Coke for the day, so tell the customers to go buy Pepsi." If things go sour despite your best efforts, don't simply follow the plan to its conclusion—stop, regroup, and adjust or revise the plan.

Marketing plans need to be dynamic, living documents and should not be set in stone. Changing market conditions, results, and many other issues both in and out of your control as a marketer can affect the plan. Continually review and revise the marketing plan throughout the fiscal year.

Reprinted from Susan Nicolais, *Membership Marketing*, with permission from the American Society of Association Executives.

Marketing Plan Worksheet

This worksheet will help you develop strategies for adjusting your activities, programs, and benefits to achieve goals and reach target segments of the population. Use this worksheet for the overall plan or modify it for specific projects, adding details as appropriate.

1. Goals

Goals should be realistic, specific, and measurable. Our goals for the areas listed below are as follows:

- Retention (percentage of current members renewing):
- Recruitment (percentage or number of new members joining):
- Orientation (new events, attendance, new content):
- Membership mix (segments underrepresented, as identified on p. 22):
- Participation (percentage or number participating in projects, meetings, leadership, etc.):
- Other:

2. Product

To better meet the needs of our current and target markets, we will modify our product in the following ways:

- Focus on education and equity issues of interest to our markets (e.g., new Choices for a Changing World programs—see the appendix for a description):
- Reflect diversity in our programs and activities (speakers, leadership positions, coalition work, issues focus):
- Help members take full advantage of AAUW state, regional, and national services and benefits (e.g., by using specific materials in programs, publicizing AAUW initiatives, and helping send members to conferences and conventions):
- Educate current members to increase their sensitivity to the needs of other segments:
- Other:

3. Price

For our activities to be cost-effective, we will do the following:

- Raise funds, solicit in-kind contributions, or seek sponsorship for certain activities:
- Provide financial support to members needing help with dues or other expenses:
- Other:

4. Place

To help our target segments participate in AAUW, we will do the following:

- Change the sites and times of meetings or other programs or make locations more accessible:
- Offer transportation to and child care during meetings:
- Develop channels of communication (such as e-mail and fax networks, newsletters, fliers, and announcements):
- Other:

5. Promotion

We will use the following strategies to increase our visibility and promote equity and education for women and girls:

- Fliers and displays (in libraries, grocery stores, gyms, office buildings, and businesses):
- Publicity (such as public service announcements, news releases, community calendars, and newsletter announcements):
- Speaking engagements (such as talk shows, noncredit courses, and presentations on campuses and before other organizations):
- Community activism (such as serving on advisory boards, testifying at hearings, and participating on policy-making bodies):
- Exhibits (at schools, other organizations' meetings and events, county fairs, festivals, community programs, parades, and the like):
- Collaboration with other branches and organizations:
- Website:
- Other:

Chapter 4

WEAVING MEMBERSHIP INTO ALL YOU DO

To ensure a vital, growing branch and state, integrate membership development into every initiative you undertake. Some strategies are described below. Additional strategies can be found in the Shape the Future membership campaign materials, available in the Branches and States section of the Member Center on the AAUW website at www.aauw.org or by contacting Connect2AAUW.

Building Membership through Programming

Membership and programming are inextricably linked. People are drawn to AAUW by what we do. Providing a strong, focused program with meaningful projects and diverse activities will help AAUW meet the needs of a wider range of people. Use the assessment tools in Chapter 2 to get started.

Integrate membership into your meetings, activities, and events in the following ways:

Planning

- Plan programs that appeal to a broad, diverse audience. Have visitors sign in. After the event, follow up with a phone call or note and invite guests to participate in other activities and join AAUW.

Visibility

- Make headlines. Hold newsworthy events and disseminate news releases. Include information on how to contact your group. Media coverage will generate more interest in AAUW. Ask reporters to add a website or contact number at the end of news coverage.
- List your events and meetings on the community calendars of your local and campus newspapers, websites, and radio and TV stations.
- Keep your website updated with upcoming events, ways to get involved in activities, the benefits of membership, and how to join.

- Keep contact information on your website updated. Tell visitors to your website when they can expect an answer to questions they submit online.
- Print program and membership information in branch and state fliers and newsletters.

Recruitment

- Display membership brochures and other AAUW materials on a table at your events. Have a member at the table to answer questions and provide information.
- Recruit volunteers from your workplace, social circles, local schools, neighborhood, and businesses. In newsletters, at meetings, and through e-mail lists, encourage members to do the same. If volunteers enjoy the experience, invite them to join.
- Ask presenters to join.
- Invite college students to volunteer as guides or mentors. After the event, encourage students to get involved in other ways.
- Work with colleges and community colleges to recruit graduates to join.

Collaboration

- Collaborate with others by holding programs on campus, working with the colleges and community colleges to plan your event and recruit volunteers. (A list of C/U institution members is located in the Campus Connection section of the website at www.aauw.org/about/collegeuniversity.cfm.) Invite the representative to get involved with your activities and become a member. Ask undergraduates to join as student affiliates—and you might just have new members when they graduate. (Students who already hold a degree can join as members.) Help develop a student affiliate or campus satellite group.
- Work with diverse organizational partners that represent a range of backgrounds and cultures in your community. Show them what AAUW has to offer, and encourage them to get involved and join.

Building Membership through Public Policy and Voter Education

Events and Activities

Membership Twist

Action Network e-mails

Add local contact information and forward the e-mails to current and potential coalition partners.

Letters to the editor

Include AAUW's position and local contact. Ask coalition partners to also sign the letter to attract a broader audience.

AAUW voting records	Provide a local AAUW contact number.
Issue/candidate forums and news conferences	<p>Provide a local AAUW contact number on all materials</p> <p>Have the moderator provide membership information.</p> <p>Co-sponsor the event with diverse groups</p> <p>Set up a table to display AAUW materials. Have members staff the table to answer questions and provide membership information.</p> <p>Have a sign-in sheet at the door and follow up with prospective members within two weeks after the event.</p> <p>Provide an AAUW background sheet for the media.</p>
E-mail networks and lists	Add coalition partners and prospective members to <i>Action Network</i> e-mails, other action alert notices, and requests for volunteers.
Voter Education Campaign	Draw in student affiliates, members-at-large, and prospective members to assist with various parts of the campaign.
Town hall meetings	Attend town hall meetings. Ask questions about AAUW's priorities and identify yourself as an AAUW member.

Recruitment Tools

Use AAUW's public policy tools to underscore our mission and provide timely, credible information.

- *Action Network*—e-mail alerts on congressional activity that affects women and families (For a free subscription, e-mail votered@aauw.org)
- *Washington Update*—AAUW's weekly public policy e-bulletin offering an insider's view on the public policy process
- *Congressional Voting Record*—available at www.aauw.org/issue_advocacy
- Public policy program brochure —available from your state public policy chair, Connect2AAUW, or AAUW's website at www.aauw.org/issue_advocacy
- Two-Minute Activist—on AAUW's website at capwiz.com/aauw
- Position papers on AAUW priority issues—available on AAUW's website at www.aauw.org/issue_advocacy

Building Membership through Visibility

Many people haven't heard of AAUW or don't know what we do. Recruitment is easier if you have a high profile in the community. Visibility attracts new members and gives current members the credit they deserve and inspires them to do more. Here are some ways to raise AAUW's profile in your community.

Community Outreach

- Reach out to a diverse audience by displaying materials that show people of various races, ethnicities, disabilities, national origins, ages, and classes.
- Recruit women leaders—in business, the media, education, and other organizations—to get involved and become members. Recognize these women leaders for their positive efforts on behalf of women and girls.
- Participate in county or community fairs, events, special projects, and bazaars. Have AAUW information available, including brochures on membership, public policy, the Educational Foundation, and the Legal Advocacy Fund, as well as copies of Educational Foundation research reports.
- Post brochures and announcements about AAUW (including information on how to join) at community centers, grocery stores, cafés, offices, gyms, child-care centers, libraries, and college and community college campuses.
- Promote AAUW issues and activities through women's and campus e-mail lists.
- Keep an updated branch and state website to draw visitors back. Ask other organizations to link to AAUW or your local website and get AAUW listed on electronic community bulletin boards.
- Advertise your events and meetings in local newspapers. Include a contact person, phone number, and e-mail address. Indicate that your event sites are accessible.

Media Outreach

- Think local impact—present the positive impact AAUW has in the local community in addressing or helping to solve a problem. Clearly state the local relevancy of AAUW's national efforts.
- Work with a visibility (communications or public relations) team to ensure the media knows that AAUW is making a difference in your community and in ways that would interest prospective members. Include a contact name, phone number, and e-mail address in all correspondence.
- Have your visibility team create a list of local media contacts. The Media Guide at capwiz.com/aauw/dbq/media/ can help identify such contacts. Be sure to include your e-mail address; e-mail can be an effective and efficient way to reach media.

- Be sure your visibility team keeps a contact list of reporters and editors who have written about AAUW and issues of concern to AAUW in the past and keeps them informed about what your state or branch is doing.
- Think visually. Provide an engaging photo or photo opportunity for the media. Consider what kind of photo will attract potential members. Be sure to include visible AAUW signs.
- Leverage other events and special dates as opportunities for your story angles and visibility, for instance, Women's History Month (March), Equal Pay Day (usually in April), International Women's Day (May), Women's Equality Day (August), and other commemorative dates that relate to women and girls.
- The AAUW Online Newsroom (www.aauw.org/newsroom) has press releases, hot topics, and tools for members and journalists. You can also subscribe to receive e-mail press releases. You can modify these materials and use them in your local media outreach.

Chapter 5

TARGETING SPECIFIC POPULATIONS

Reaching out to potential new members requires being open to change. New members bring new energy, new ideas, and new resources, and if members are going to stay, the organization must give them something in return.

Life Cycle of Membership

AAUW's surveys of potential members identified a typical life cycle of membership. These observations especially apply to women—still AAUW's major market.

- Stage One:** Beginning a career or a family (or both). Women at this stage tend to say they are too busy to belong to organizations other than those that can further their career or help them meet the demands of caring for young children.
- Stage Two:** Raising children or building a career (or both). Women at this stage tend to belong to organizations that focus on child-related or community issues.
- Stage Three:** Enjoying grown families or established careers (or both). Women at this stage belong to more organizations and tend to be more active in the community.

As you work on outreach, keep these stages in mind.

If you think about what you want to do, you can identify the kinds of new members who would enhance your activities in terms of their expertise, skills, experience, perspectives, and contacts—young professionals, policy-makers, women of color, people with disabilities, activists, and community leaders. Try to become more diverse gradually. It might be difficult to attract a 25-year-old into a branch of mostly 50-year-olds, but a 40-year-old might feel comfortable.

New members may be interested in issues other than the ones you are presently addressing. For instance, young members may be seeking organizations that can offer them mentoring opportunities. Some may prefer activities that differ from the ones you currently offer. If your group only organizes lectures and social activities, you may need to start projects to attract members who are looking for active community involvement.

One way to check your perceptions of the target group's needs and interests is to talk with women who meet that target profile. If you already have members who reflect the profile, make sure you involve them in the planning process. Otherwise, identify and invite nonmembers in the community to comment on your plans. This valuable input can assist you in ensuring a successful campaign.

Baby-Boomer Activists

Sociologists and the media define baby boomers as those born between 1946 and 1964. In 2008 they range from 44 to 62 years of age. About 76 million boomers (29 percent of the population) live in the United States today.

Baby-boomer women in community leadership positions and other activists—women who work on gender equity and social justice issues through community projects and public policy—can bring an organization new knowledge, skills, and contacts. These women may not be able to offer commitments of time, but they can provide influence and resources that will help advance program goals. Their participation may also attract other members with more time to give.

- Have an issue-based program and ask activists involved in similar issues to attend. Better yet, invite them to serve on a planning committee. Then ask them to join.
- Inform members and the community about AAUW's programs and issues that appeal to baby-boomer activists. Include policy priorities; educational equity projects; the Legal Advocacy Fund's work to challenge sex discrimination on campus; Woman-to-Woman community dialogues; and Educational Foundation fellowships, grants, and research.
- Target a group of activists already working on an AAUW priority issue and invite them to present a program to your membership. Invite them to work with you on a project of mutual concern and ask them to join.
- Brainstorm a "most wanted" list of potential activist members. Have committee members select two individuals they would be willing to recruit. Provide membership materials, including a list of projects and other benefits.
- Give a gift membership to an influential local or state leader. Present the membership formally and invite the media to the presentation.

- Watch the news for community leadership exhibited by individuals and companies. Send a congratulatory letter thanking them for their actions. Include background information about AAUW.
- Pair new member activists with current member activists. The new member will have an instant connection, and the current member will be energized.
- Distribute relevant fact sheets and position papers to media, school administrators, activists, and prospective members.
- Contact current or former local Educational Foundation fellows and LAF plaintiffs who have already shown a commitment to actively promoting equity. Show them your support and invite them to join.
- Rotate meeting times and locations to accommodate members with different schedules and in different areas. Make sure sites are accessible via public transportation or organize carpools.
- Offer child care during meetings and events.
- Attend your local library's story hour for children. Women who bring their children to these may share the educational focus of AAUW. Bring membership brochures.

Generation X

Across the association landscape, many membership leaders are finding it difficult to find either the right recruitment approach or retention techniques to attract Generation X individuals, those born between 1965 and 1978. In 2008 they range from 30 to 43 years of age.

Cynthia D'Amour, author and renowned expert on "Generation Me," as she calls this group, has served on volunteer boards for more than 30 years. She knows firsthand the key issues that association leaders and membership volunteers face in dealing with Generation Me. A leadership coach, D'Amour is president of People Power Unlimited. In this excerpt from *How to Turn Generation Me Into Active Members of Your Association*, D'Amour describes Generation X.

Welcome to "Generation Me"

There's a rumor out there that the "Me Generation" does not want to get involved in your association and chapter activities.

Have you heard it? Are you experiencing it?

If I've heard it once, I've heard it a hundred times all over the country from chapter leaders—like you.

The interesting thing is, the "Me Generation" has been described as Generation X, people in their 30s and 40s, those "flower children that never grew up," and every age in between.

The description of the “Me Generation” varies by city, industry, and type of association.

What they all have in common is that they are people who “should” belong to your associations—but aren’t joining because they’re “too busy with life.”

I’m going to rename them “Generation Me”—it’s the secret to turning them into active members ...

Generation Me is not defined by age.

They are a new group of potential active members who need to be sold over and over on why they should invest their time being involved in your association and chapter activities.

The value of their time determines their potential involvement in your chapter.

Let’s look at the typical life of Generation Me.

They live in a stressed-out, time-poverty era. Technology keeps advancing—creating more to learn and constant change.

In many homes, it takes two incomes to make ends meet. Work life is demanding. Down-sizing, right-sizing, and mergers are abundant—creating chaos and extra work.

Their children have soccer games, music lessons and schedules as tight as many adults.

Generation Me takes time to work out to stay healthy—and needs some time to relax and sleep!

On top of all of this is your chapter meeting!

Demands on time are the real competition you face to get people active in your chapter.

At this point, you may be frustrated. Their life sounds like yours—and, you’ve made time for your chapter!

Reprinted with permission from Cynthia D’Amour, *How to Turn Generation Me Into Active Members of Your Association*, pp. 1–2.

People of Diverse Races, Ethnicities, Classes, Sexual Orientation, and Abilities

According to recent surveys, most of AAUW’s members are women in their 50s and 60s. Many have belonged to AAUW for more than 10 years. Sixty-three percent are married, more than half work full or part time, and 92 percent are Caucasian.

But in our communities, diversity is a reality. In the United States during the next 50 years, nearly 67 million people of Hispanic origin will be added to the population, raising their share from 13 percent to 24 percent. The Asian population is projected to grow from 10.7 million to 33.4 million,

doubling their share of the population from 3.8 percent to 8 percent. The black population is projected to grow slightly from 13 percent to about 15 percent, while the white, non-Hispanic population is expected to grow more slowly. By 2050, white, non-Hispanic people will constitute only half of the U.S. population.

AAUW is not a closed club. AAUW membership is open to two- and four-year college graduates, and undergraduates can join as student affiliates. We must shed the too-common perception of AAUW as a sorority or a faculty women's club, a club closed to those who have not traditionally been in our member ranks.

AAUW needs the energy and vision that diversity brings. The energy of democracy comes from the interchange—and the tensions—of different viewpoints, different backgrounds, and different strengths.

AAUW is about meeting community needs. Women especially want to get involved in organizations that improve people's lives. And AAUW—particularly through community projects and public policy efforts—has become the leading organization promoting education and equity for all women and girls. That means serving and representing all segments of the community.

Attract diverse groups in the following ways:

- Hold programs in public places. People may not feel comfortable attending meetings and events held in private homes, churches, and country clubs. Make sure all sites are accessible to people with physical limitations. Avoid scheduling events that conflict with holidays of various religions.
- Don't assume homogeneity in attitudes and preferences—religion, sexual orientation, family background. Instead of "Christmas" parties, hold "holiday" events. Encourage members to bring "partners" or "significant others" rather than "husbands."
- Reach out to other organizations that represent women of color, people with disabilities, gays and lesbians, and other underrepresented groups. Attend their conferences, coalition meetings, and other events. Look for projects that can involve them, both to increase your impact and to collect a list of prospective members.
- Publicize your events in places where these groups will see and hear your promotions, such as places of worship and community centers, in newsletters and newspapers, and on websites, radio, and TV programs.
- Reach out to women who are the breadwinners for their families, raising children on their own, or working full time, even when they have young children. Finding a way to fit AAUW into the busy schedules of these women is one of the challenges facing AAUW as an organization.
- Foster diversity on panels, planning groups, and committees and in leadership positions.

- Reflect diversity in graphics, newsletters, and all materials. Print the diversity statement on all AAUW materials.
- Address social justice issues.
- Seek people of underrepresented groups in professional, college or university, and community groups.
- Exchange membership lists with local women’s groups that are underrepresented in AAUW, and send them newsletters and announcements of programs and events.
- Subscribe to underrepresented groups’ newsletters and calendars of events.
- Allow for diversity within the underrepresented group. Don’t assume that one “token” can represent an entire group, and don’t expect the first member of a target group to carry the burden of recruiting all others. Each member has to find her own way of participating; give her that opportunity.

Fellowship and Grant Recipients

Recipients of the AAUW Educational Foundation’s fellowships and grants are familiar with the mission of AAUW and are strong candidates for branch membership. Consider new ways to foster relationships with fellows and let them know that you want them to join you in addressing issues in your community. Many fellows have expressed deep appreciation for the financial support provided by AAUW members’ donations to the Educational Foundation. These fellows are looking for ways to give back to the women who have so generously supported them. Many have become committed AAUW members and inspiring role models for others in their schools and communities.

Here are a few suggestions:

- Check the *Directory of Fellowships and Grant Recipients* published each fall at Fellowships/Grants/Awards section of the AAUW website at www.aauw.org/education/fga to identify new fellows in your area.
- Contact the Educational Foundation (202/728-7602 or foundation@aauw.org) to obtain information on current and past fellows in your area.
- Invite recipients to attend a branch meeting or regional convention.
- Encourage recipients to coordinate a campus activity with the branch and their college or university through the C/U representative.

- Invite recipients to speak at a branch meeting or other special programs to discuss their research or other topics of mutual interest.
- Make recipients feel welcome and a part of your branch activities by introducing them to other members, showing an interest in their work, and inviting them to return even if they are unable to join immediately.
- Follow up with recipients after the initial event and ask what additional kinds of activities would interest them at future branch events.
- Keep in mind that current recipients are extremely busy with research and projects; former recipients are more likely to have time to become actively involved in branch activities.

What's in It for Me?

The following excerpt is from Cynthia D'Amour's book *How to Recruit Generation Me*. Although D'Amour writes about Generation X, her suggestions can be used to recruit members of all generations.

The Six Ways of WIIFM

"What's in it for me?" (WIIFM) is the top question you must be able to answer if you want to get Generation Me involved in your chapter.

Do you think it's incredibly selfish for someone to ask you about WIIFM?

You've got to be careful about that. People will sense your feelings of disgust at their question and may feel rejected by you.

Realize that people are bombarded with opportunities every day to soak up their time—just the way your chapter would.

Many options also have a great cause behind them. Plus, the person may have to give up time spent relaxing with family in order to help you out.

When a person asks you what's in it for them to get involved, they are not trying to insult you.

A WIIFM question is a request for you to help them to see involvement in your chapter as an important use of their time—to help them justify turning down the others.

Regularly answering WIIFM in everything your chapter does helps more people become involved.

1. Hit members' hot buttons.

... I can't stress it enough. Even long-term members will have their involvement challenged by other priorities. Hot button examples help keep the reasons they stay involved on the top of their minds.

2. One size does not fit all—get creative with time.

Volunteering and involvement looks different than it did 10 years ago.

- Some people prefer to commit to specific time blocks versus serving on a chapter committee.

They may be open to committing to an hour a month—but not want to attend any meetings.

- Accommodate nontraditional time frames for meetings. Holding discussions via e-mail is an example of how to beat the clock and include more people.
- Create committees based on need versus required yearlong commitments to meetings that aren't really necessary.
- Create volunteer opportunities that can be done at your meeting and require no extra time.

Passing out handouts, introducing speakers, writing a few notes, serving as meeting hosts are just a few examples of how members can contribute at meetings. Value their small volunteer time and when their schedule opens up, you may get even more help from them.

3. Help people fall in love with being involved in your chapter.

You may not even think about why you stay involved any more—it's become a part of your life.

New recruits and volunteers have to experience your chapter firsthand with positive experience to feel as committed as you may be.

Strategically create opportunities for new people to get more exposure to your chapter. Get them networking to make friends with other members.

Remember, people get involved because you hit their hot buttons—one of the three key motivators [see page 19].

Members stay because they are having fun and the chapter cares about them—the WIIFM of love.

4. Tap into members' passions.

Whether you are recruiting new members or rounding up volunteers, the opportunity you offer is much more exciting when it gives people a chance to also pursue their passion.

Most people do not have enough time to do what they love.

People may feel passionately about making a difference or just love to work with numbers.

Don't try to be psychic.

Simply ask people questions such as, "What type of things would be excited for you to work on?" Or, "You seem to really enjoy public speaking. Would you have any interest in working on our commercials that run on the local cable channel?"

If they gasp NO! to your question, ask what would be a better fit for them.

People will tell you how they want to be involved. Listen for the answers before you present opportunities.

5. Kill the martyrs.

There are always a few people in the chapter who love to go on and on about how hard the work was and how much time they had to give. Their experiences are exactly what the time-pressed member wants to avoid. Find ways to keep your martyrs from overwhelming new people.

Keep their comments at meeting to a minimum when you know they will brag and complain about their demanding dedication.

Acknowledge their work and frame opportunities to speak in positive ways. “I know you worked hard on this, George, what was the one best thing that you got out of your experience on the project?”

You may need to coach members about what to say at recruiting events.

Everyone can use a refresher about how to share the good stories versus airing all the hard work.

6. Keep your promises and build trust with members.

Avoid exaggerating the time needed to complete work.

Word gets out when you con a member in to taking an “easy” position that actually demands incredible amounts of time—plus people don’t want to be made a fool.

Avoid stretching the truth on what your chapter can offer a person.

For example, don’t brag about your community involvement if it only consists of running an ad in the local paper about your meeting.

You’ve got to be honest with people.

Membership and involvement is optional. Just because a person gives you the dues check once, there’s no guarantee you’ll get another one.

Members who feel they can trust your leaders are more comfortable committing to your chapter and getting involved.

Just as exercise keeps you strong, regular WIIFM keeps your member involvement strong. There are many ways for you to share WIIFM with your potential members and volunteers.

Try it out. The results will prove it’s worth investing the time to identify your chapter’s unique WIIFMs.

Reprinted with permission from Cynthia D’Amour, *How to Recruit Generation ME*, pp.12–19.

Chapter 6

RECRUITMENT STRATEGIES

Vital branches and states have identified two keys to successful recruitment. First, programming must be meaningful to the community and appeal to a broad audience. Second, membership recruitment must be integrated into every area of our work: from lobbying to leadership development, from Woman-to-Woman community dialogues to Sister-to-Sister Summits, and from fundraising for the Educational Foundation to fundraising for the Legal Advocacy Fund. This chapter presents special recruitment programs and tips for attracting new members.

Shape the Future Membership Campaign

As a multiyear and multifaceted effort, the national Shape the Future membership campaign began in 2000–01. By spring 2001, the campaign had recruited more than 1,000 new branch members. Branch MVPs are vital to the campaign’s continuing success.

To be successful, branches need to integrate the campaign into every aspect of AAUW’s work—membership, program, public policy, voter education, you name it—at the national, state, and branch levels.

The focus of the first phase of the campaign has been to provide branches and states with strategies to convert AAUW community project participants into members. Program participants are offered discounts to join on the spot. Branches, in turn, receive free Association memberships to give new or renewing members as a reward for aggressive recruitment at program and policy activities.

Our target audiences are baby boomers and Generation X, although AAUW may decide to expand that target audience later. Clearly, state and branch activities to recruit young professionals, students, and other audiences should continue as appropriate for your branch and community.

The AAUW Membership Committee reviewed the Shape the Future campaign in 2004–05 and recommended several changes, which became effective July 1, 2005. The changes and revised brochure are available in the Membership Campaigns section of the Member Center at http://www.aauw.org/member_

center/membership_growth. The AAUW national office sent branch MVPs a copy of the updated Shape the Future campaign brochure in September 2005.

Programs That Support the Campaign

Sister-to-Sister Summits and Sisters in Action follow-up activities, Transitions Conferences for women returning to school, and Woman-to-Woman Community Dialogues on Social Justice are three program activities suggested by the Association. The campaign strategies, incentives, and discounts also apply to any of the Education and Equity: Choices for a Changing World programs (see the appendix for a list).

Processing On-the-Spot Recruits

As you use the campaign to recruit new members, be sure your branch treasurer knows about the campaign, its discounts, and its procedure for sending in national dues, i.e., dues checks (half off for new members). Dues must be sent within two weeks of the event and must be accompanied by the new member form and guest list for the event. Both forms are available in the Forms section in the Member Center on the AAUW website at www.aauw.org/member_center/forms. Campaign discounts do not affect the amounts for state and branch dues.

For a great incentive, combine the Shape the Future campaign with the half-year dues program (below).

Free branch memberships must be used in the fiscal year in which they are earned but can be applied toward the current or following year's dues. The Application for Free Branch Memberships—identifying the people receiving the free memberships and the membership year—must be completed and submitted to the AAUW national office by June 30. The form is available in the Forms section in the Member Center at www.aauw.org/member_center/forms.

Half-Year Dues Program

Encourage prospective members to try AAUW membership by offering them a discount to join. The half-year dues program runs from Jan. 1 through March 15 each year. During that time, Association dues are discounted by 50 percent. Membership expires June 30.

AAUW Keys to the Future: A Member-Get-a-Member Campaign

Honoring Our Legacy, Embracing Our Future

In this second year of the campaign, every AAUW member is challenged to recruit at least one paid new member between June 16, 2007, and June 15, 2008.

To get started, a member invites a prospective member to join AAUW. When the membership enrollment is sent in, the recruiter's membership number is included with the application. The campaign is divided into two phases, each with incentives and awards for individuals, branches, and states. Phase One is from June 16, 2007, to Dec. 31, 2007. Phase Two is from Jan. 1, 2008, to June 15, 2008.

Guidelines

- The Member-Get-a-Member campaign is open to all current AAUW members in good standing. A member recruits (by referral or a paid gift) at least one new paid member who joins a branch, joins as a member-at-large, or joins as a qualified student affiliate.
- A new member is officially credited to the recruiting member only when the new membership and dues have been received by the Association's Membership Department.
- The recruiting member's name and ID must appear on the application (for individual members joining as a member-at-large) or the additional dues remittance (ADR) form (members joining through a branch) in order to receive credit for recruiting the new member.
- Members joining through the Shape-the-Future campaign will qualify for this campaign; however, the guest/referral list and the ADR form noting the Shape-the-Future/Member-Get-a-Member new join and recruiter information with dues must be received by the AAUW Membership Department.
- Members joining through the Give a Grad a Gift campaign will not qualify for this campaign.

Rewards and Incentives for Phase One and Two

- Names of recruiters on website in the Hall of Fame
- Certificate of recognition to everyone who recruits a new member
- Exclusive AAUW Keys to the Future Logo Pin to those who recruit five or more new members
- Individual who brings in highest number of new members receives a \$100 gift certificate to Amazon.com
- Branch that brings in the highest number of new members receives a \$50 Amazon.com gift certificate
- Branch that brings in the highest number of new members by percentage receives a \$50 Amazon.com gift certificate
- State that brings in the highest number of new members receives an exclusive AAUW Keys to the Future banner
- State that brings in the highest number of new members by percentage receives an exclusive AAUW Keys to the Future banner

Grand Prize Incentives are based on the cumulative number of members recruited by individuals, branches, and states for the campaign from June 16, 2007, to June 15, 2008.

- All individuals who have recruited at least one new paid member in Year Two will be entered in a drawing to win \$1,000. The drawing will be administered by the AAUW Membership Committee Chair.
- Individual who recruited the highest number of new members in total will receive a plaque and publicity
- Branch with highest number of new members will receive a plaque and publicity
- Branch with highest percentage of new members will receive a plaque and publicity
- State with highest number of new members will receive a plaque and publicity
- State with highest percentage of new members will receive a plaque and publicity

Throughout the campaign, resource materials, including tips and strategies for reaching out to potential members, will be available. In addition, the AAUW Membership Committee will post regular updates of

suggestions for recruitment and ways to make the most of the tools available to you.

A complete description of resource materials and campaign details can be found in the Member Center at www.aauw.org.

Give a Grad a Gift

Any AAUW member can give a recent graduate—a friend, relative, or someone else—an AAUW membership, at no cost to the member or the graduate, through the Give a Grad a Gift program. Advertise this benefit at meetings and through your newsletters and e-mail lists. Ask nearby AAUW college/university representatives for a list of recent graduates and give them a free membership. (Contact Connect2AAUW for a list of C/U institutions and representatives.)

AAUW membership makes a much-appreciated gift. New graduates are drawn to the power that comes from belonging to a national organization of 100,000 members that breaks through barriers for women and girls. Through AAUW, they also can expand their networking opportunities and experience the rewards of working with and learning from successful mentors.

This benefit is available only through the Join section of the AAUW website at www.aauw.org/join.

Member-at-Large Direct Mail Program

For many years, direct mail has been the primary method of recruiting and renewing members-at-large, and it produces excellent results. These solicitations don't compete with branches for the same group of people; rather, they ensure that no stone is left unturned when it comes to finding new members, no matter what their availability for volunteering or their resources. AAUW also solicits lapsed members, with great success. If we can get them to join again, we help sustain AAUW many years into the future.

Continued testing of new markets and new packages is essential to both AAUW and branch growth. How? Members-at-large are potential branch members. Lists of members-at-large are sent to state MVPs twice each year to use in recruitment efforts. Many states send members-at-large their newsletters and extend invitations to branch and state activities, ultimately drawing these members to more involvement in our network and community activities and recruiting them for branch membership.

At times, AAUW tests different member-at-large incentives, such as lower introductory dues or small free gifts. New members recruited through these initiatives are then required to renew at the regular dues rate.

Perhaps you have received one of these solicitations yourself or have heard members complain that they received one. A marketing company manages these mailings, renting lists of names from other organizations and companies. While every effort is made to remove AAUW members from these lists, current

members occasionally slip through because their names or addresses in AAUW's database don't match the names or addresses on the rented lists. Leaders should assure concerned members that everything possible is done to reduce this inconvenience and should encourage members to pass the invitation to join to an eligible friend, colleague, or relative.

A Few More Tips

- Have a special box and a pad of paper available at meetings for members to drop in names, addresses, and e-mail addresses of prospective members. Print a mail-in form for this in your newsletter, too.
- Create a contest for those who recruit new members. Reward top recruiters with the free Association memberships that your branch earned through the Shape the Future membership campaign.
- Display your progress toward your membership goal on a chart at meetings and in your newsletter.
- Hold a special activity where bringing a prospective member is required for admission.

Chapter 7

Now You've Got 'EM, How Do You Keep 'EM?

Recruitment doesn't mean much if members don't stay. Make member retention a number one priority with realistic goals and directed activities.

Welcome Them

- Once you have attracted new members, hold an orientation session to provide an overview of AAUW's impact. This is especially important in a group with established friendships. Groups in which almost everyone knows everyone else may, intentionally or unintentionally, shut out newcomers.
- Provide opportunities for new members to meet other new members.
- Establish a process to introduce new members to other members. Use official greeters to introduce new members to other new and continuing members. Introduce new members at meetings.
- Have new members wear a name tag with a different style or color so all members can recognize and welcome the newcomers.
- Assign a buddy to each new member for the first few months.
- Highlight new members in newsletters.
- Keep a database (or, if your branch is small, an index card file) of members' talents and interests to help get new members involved in activities.
- Encourage new members to get involved in activities and projects right away. Individuals are more likely to become involved if they are given a role to play. Invite members to join a committee or a sub-committee if they have time.

After the Orientation

- Through newsletters, e-mail lists, and meetings, keep members up to date on programs and activities, members' accomplishments and career highlights, fundraising opportunities and targets, and recruitment goals. Share highlights from the state, regional, and national levels. Stress results so that members associate the organization with impact.
- Hold a panel discussion with former and current leaders, LAF plaintiffs, and Educational Foundation fellowship and grant recipients to discuss accomplishments and plans.
- Avoid insider jargon and abbreviations and explain unfamiliar terms.
- Send renewal notices with a personal note and an outline of upcoming events.
- Recognize members' participation at meetings and in newsletters.
- Celebrate 5, 10, 15, 20+ year members at your April or May meeting. Submit honorary life applications for members who celebrate 50 years of membership.
- Offer flexible meeting times and interesting programs so that busy members make time for AAUW.
- Establish a telephone committee to phone members—especially those who are new—monthly about meetings and activities.
- Provide for members' special needs such as rides to meetings, child care, and sign language interpreters.

Shared Leadership (or How to Reduce Burnout)

- Consult members regularly. When possible, discuss decisions about program direction at branch, state, or committee meetings. Shared leadership can assure members' continued interest.
- Offer opportunities for many members to have a definite function or role. This can be done by constructing innovative and manageable leadership positions with responsibility for a single program or a special project. Where possible, divide work into tasks with clear responsibilities to be shared among a number of members. Dividing tasks and sharing responsibility also reduces the demands on individual members.

Well-Organized Meetings

- Plan meetings with a purpose. Regularly scheduled meetings that accomplish little can discourage members, especially new ones. Well-organized meetings provide opportunities for face-to-face communications, an essential element in building and maintaining successful community organizations.
- Invite members well in advance, providing the meeting's objectives and a timed agenda.
- Provide any reports, background papers, and financial statements about decisions to be made and ask participants to read the materials beforehand.
- Offer plenty of opportunities for all members to express their views. If you are the leader, beware of expressing your own opinion too early; instead, ask questions to get people involved.
- Start meetings on time and stick to the schedule. Tell members they will have time to socialize at the end.
- Review the results of the meeting and set an action plan before adjourning.
- At least once a year, survey members to see whether their needs are being met at meetings.

Renewing

- Make renewing easy! Print a renewal form in your April and May newsletter. Give clear instructions for payment and attach a return envelope addressed to the treasurer or finance officer.
- Phone late renewers. Personal contact lets members know they're valued and keeps them involved.
- Ask nonrenewing members why they left. Keep a log of their reasons to identify patterns.

Making Renewal Calls

Below are guidelines for making a renewal call. Adapt them as needed. Try to use the member's name at least twice to create a personal connection.

1. Identify yourself and your affiliation with AAUW.
2. Be friendly and quickly establish a rapport.
3. State your reason for the call. (An invoice was sent, but we have not received your dues payment.)

4. Deliver the message. (We value your membership and would like you to renew.)
5. Remind the member of AAUW benefits (see “The Value of Belonging to AAUW” in Chapter 3):
 - Networking opportunities and friendships
 - Stimulating programs and information
 - A chance to develop leadership skills
 - The opportunity to make a difference in the community through meaningful activities
 - Inclusion in the local membership directory
 - Uninterrupted mailing of publications, including *AAUW Outlook* and state and branch newsletters
 - Members-only prices on sales merchandise and publications, including the Educational Foundation’s research reports
6. Respond to objections.

Concern: AAUW membership costs too much.

- A. Membership in AAUW is an investment in yourself and your future.
- A. Membership dues are comparable to dues for other women’s groups and professional organizations.
- A. Together, members’ dues make a difference in the lives of women and girls around the world.

Turning New Members Into Active Members

The excerpt below from Cynthia D’Amour’s book *How to Turn Generation Me Into Active Members of Your Association* provides ideas for making new members feel at home.

6 Ways to Make New Members Feel Welcome

1. Send them a welcome letter.

Whether a formal letter, handwritten note on your chapter postcards, or a quick e-mail, the form you use doesn’t matter. It’s the thought that counts.

- Make it easy to do.
Keep a form letter on your computer that only needs name and address inserted.
- Send it as soon as they join.
A speedy welcome makes your chapter seem excited to include new members. This quick action also makes them feel like an important addition to the chapter.
- Set up a system to get contact information.
Work with the person who gets the checks and applications. Create a systematic way to get new names to you as soon as possible.

Remember to send this information just as quickly to others who are part of the new member welcoming team as well.

2. Introduce new members in your newsletter.

- Include contact information.
You want to make sure your current members can start networking with new members as soon as possible.
- Include some personal information.
A paragraph or two can be interesting to read and helps your current members get a better feel for which new members they want to seek out.
You might include: hobbies, adventures, why they joined, or what they do.
- Mention the person who recruited them.
It's a simple way to give some recognition to members who are helping out.
May also inspire others who want to see their name in print to start recruiting.
- Do it in a timely manner.
If you run a monthly announcement, get new members in it as soon as possible.
Being left out of a new member listing can make a person feel rejected by your chapter.
If it's going to take a month or more delay, communicate this with the new members affected.

3. Hold a new member orientation.

If your chapter uses a lot of alphabet soup names or has a lot of traditional activities, a new member orientation can help people feel more confident and included.

- Keep orientations short and interesting.
Attending this orientation should not be a painfully long lecture on how great the group history is and details about everything you do.
The goal is to help your members understand the basics of what's going on and how to get involved.
- Include time to answer their questions.
Your chapter has many "rules" that you may no longer even think about as being an issue.
Dress code for events, when to bring spouses and significant others, how to host a guest at a meeting are just a few questions your new members may have.
- Hold orientations regularly.
If you have new members monthly, hold orientations monthly to help your members out.
A simple way to do it: Ask new members to arrive 15–30 minutes early for a meeting.
Have one of your board members go over important information and answer their questions.

4. Have your members make a debut at the first meeting they attend as a new member.

Give your new members a minute or two to introduce themselves to your chapter.

- Make sure you give advance warning.
Your new members will want to make a good first impression. Planning time will also help them to ease their nerves.
- Applaud when they are done.
Public speaking can be tough for people. The applause helps to welcome them and reward them for taking their first risk with your chapter.

5. Drive new members to their first meeting.

Help new members ease into attending meetings by having members offer to pick them up—whether it is a five-minute or two-hour drive to the meeting.

It's intimidating to walk into meetings alone when you know few people.

Getting a chance to chat with their driver will add to their confidence.

This strategy may not be appropriate for all chapters, but it's a powerful way to activate new members.

6. Large chapters—hold a new member reception.

This is a special reception to welcome new members into your chapter and to give them a chance for some one-on-one with board members and association VIPs.

- Have them once a quarter.
Once or twice a year is not enough. You need to catch people while they still feel new.
Monthly receptions are an unnecessary drain on your board members. Orientations held during the other eight months will take care of immediate needs.
- Make it a special event.
Send out a special invitation even if the reception takes place on the same day as your regular meeting.
Ask for an RSVP and call the new members you do not hear from. Make them all feel included.
- Make new members the VIPs for the event.
Encourage your board to meet as many new members in attendance as possible.
Your board should approach the new members to ease their nerves—rather than wait to be approached.
This is also a great time for board members to recruit new members to work on their committees.

5 Ways to Help Activate Your New Members

It takes time to build trust and comfort in any relationship—including the relationships your new members are creating with your chapter.

Here are some ideas to help the process along and activate your new members.

1. Create a new member welcome kit.

- It should include:
A current directory, another welcome letter, details about membership benefits—including passwords to the member-only section of your website, a current newsletter, and how to get involved.
- You may also want to include:
Some association and chapter history, a glossary if you use a lot of alphabet soup terms, an article about how to build their net work by getting involved.
- Include new member profile sheets. Request basic information as well as some information about their interests.
Have new members fax it back to you or include a stamped envelope to make returning it easy to do.
- Get it out fast!
The sooner your members get this information, the sooner they feel comfortable getting involved.

2. Have a “guidance counselor” call them.

Get enthusiastic members to call and personally welcome new members to your chapter.

- Have the “counselors” explore why the new member joined and what might be a good committee for them to get involved with.
Provide the new member with names and numbers of appropriate committee chairs.
- Forward interested new member contacts to chairs.
New members may be shy about calling chairs to volunteer. This way your chairs can take the first step and tap into new member interest sooner.

3. Approach new members in many different ways over a period of time.

Too often there’s a big effort for a new member’s first month of membership—after that, they are left to navigate on their own.

- Being a new member can be overwhelming.
Remembering names, doing the right thing, and getting involved all at once is hard.
No one can remember everything their first month.
- Create a first year program with regular contact to these members.
The American Society of Association Executives (ASAE) sent me a wonderful fax about three months into my membership. It was filled with contact names and numbers and reviewed opportunities for my new involvement in ASAE.

- Survey your first year members at six months to see how you are doing.
Ask what's the most valuable thing they've gotten out of involvement in your chapter and what else they would like to see done.
- Try a quarterly special mailing to first year members that explains some details about what's happening in the months ahead.
For example: dress code for different events, how the election process works, why your chapter chose a particular fund-raiser, etc.

4. Teach new members how to network.

One of the big hot buttons for joining is to be part of a community—and this means networking.

- The challenge is, in spite of being a top priority, many of your members never learned how to network—meeting new people can be torture for them.
To keep them as members, you need to help them become successful networkers.
- Include networking tips in new member kits and in your newsletter.
There is a whole series of articles on networking that you may use for your newsletters posted at my website, www.peoplepowerunlimited.com
- Provide networking training for members.
There are many skills involved in networking—such as mingling with confidence, starting conversations with anyone, building rapport, and giving unforgettable introductions just to name a few.
Weave some form of networking skill training into your programming each year.
These programs should be very interactive. Members love the “safe” opportunity to talk to people they don't know well.

5. Get your board involved

- Provide them with a monthly list of new members.
Make sure you indicate contact information on this list. You may want to also provide your board with copies of new member profiles.
Board members should keep these lists in a folder to be able to refer to them in the future as well.
- Review the list of new members and discuss how to tap into their skills.
Your new members bring a wealth of talent to your chapter. Make sure to tap into it whenever possible to strengthen your chapter as you activate your members.
- Review lists again at three months out.
Assign board members to personally call new members who have yet to show up for anything.
It's hard for a new member to show up out of the blue after 90 days of nothing.
This friendly introduction call will attempt to reconnect the member to your chapter and motivate them to attend a meeting.
You'll look at two lists each month—the current new members and the three-month list.
Doing this will add some time to your board meeting, but the increased numbers of active members will make lighter work for everyone—and be worth every minute spent!

Reprinted with permission from Cynthia D'Amour, *How to Turn Generation Me Into Active Members of Your Association*, pp. 82–91.

Chapter 8

EASY WAYS TO USE TECHNOLOGY

Using the technology available today can help you reach the members of tomorrow. Once your objectives are defined—enhanced visibility, programs that appeal to diverse audiences, recruitment, and retention—use information technology strategies to achieve them. MVPs and their committees have much to gain from using high-tech tools. Take advantage of the cyberhighway to send and receive messages, interact with current and potential members, and store information that can be used for tracking and communicating effectively.

E-Mail

Just as you gather home addresses and phone numbers, capture members' and prospects' e-mail addresses as well. Save committee members' e-mail addresses as a group in your online address book.

Establish e-mail lists for campus students to tell them of upcoming events. Involve the students in relevant programs, show them AAUW's impact, and invite them to join as student affiliates or, if they already hold a two- or four-year degree or more, members. Local campuses may be able to supply e-mail lists.

On sign-in lists or registration forms at programs, gather e-mail addresses and other contact information from participants. Capture parents' e-mail addresses at Sister-to-Sister Summits and other events for girls. Follow up by sending them notices of future events and by asking them to join.

Then use e-mail to do the following. Include “opt-out” instructions on each e-mail and update your address list to ensure compliance with e-mail regulations.

- Remind members of upcoming activities and invite them to bring their friends and colleagues.
- Send prospective members notices of events that may interest them.
- Use promotional e-postcards available from www.aauw.org.

- Send committee meeting agendas and minutes.
- Conduct as much committee and subcommittee business as possible to save time at meetings. For instance, propose ideas, solicit feedback, and take votes.
- Communicate with other board members between meetings when issues arise.
- Reach out to diverse members who may not have easy access to regular meetings: students, young professionals, people with disabilities, and women in rural locations with no transportation.
- Send members interested in international issues to the International Corner of the AAUW website at www.aauw.org/about/international_corner.
- Brainstorm ideas with other branch and state MVPs.
- Share your activities, successes, and concerns with your state MVP.

Electronic Newsletters

Work with your visibility committee and newsletter editor to create and disseminate newsletters that become first-rate recruiting tools. Electronic transmission of these newsletters eliminates printing and postage costs so you can send your newsletter to a wide audience, such as

- Former or inactive members
- Members-at-large and AAUW fellows and grant recipients in your geographic area
- Community groups and community leaders and activists that share your concerns
- Local schools, colleges, and parent-teacher associations

Website

A website offers an inexpensive and far-reaching tool for advertising the great things you do in the community and for recruiting new members. See the Tools and Guides section of the Member Center for guidelines on developing a dynamic, compelling website. Use the skills of a member to keep the site updated.

- Place your “join” button prominently. Provide a state or branch member’s name, address, phone number, and e-mail address so prospects can make a personal connection or send a membership

application. Direct potential members-at-large to the national website.

- Use AAUW marketing communications tools from www.aauw.org—such as public service advertising materials—on your state or branch site.
- Market your branch by describing in detail the contributions you make to the local community.
- Expand awareness of AAUW and our mission.
- Provide a schedule of events and ongoing projects with information on how to participate.
- Introduce members and officers to the community at large.
- List leadership opportunities.
- Link your website to the main AAUW website, the AAUW Online Museum at <https://svc.aauw.org/museum>, the AAUW Online Newsroom (www.aauw.org/newsroom), and to the websites of your coalition partners.
- Set up a bulletin board for members to connect with those with similar interests.
- Invite members to read and comment on AAUW Dialog (www.blog-aauw.org), our new blog.
- At the AAUW Online Newsroom at www.aauw.org/newsroom, sign up to receive AAUW press releases and media alerts by e-mail.

Online Branches

Computers can transform the way we interact and, in doing so, attract new members, revitalize current ones, and enable members to more easily fit AAUW work into their busy lives. Online branches conduct most business through the computer, meeting in person for community action projects, voter education and public policy efforts, and other initiatives. Even if your branch doesn't label itself an online branch, you may want to move in that direction by adopting some of these strategies:

- Conduct business meetings via e-mail.
- Offer opportunities for members to be involved in community outreach such as mentoring, helping fellowship and grant applicants complete their application forms, or helping girls follow up on Sister-to-Sister platforms for action.
- Hold interest group or book club discussions by e-mail or through AAUW discussion boards. The ¡Adelante! Book Club offers an e-mail discussion list and other online resources at www.aauw.org/

education/community_programs. For more information, contact webmaster@aauw.org.

- Sponsor online meetings that feature well-known speakers on topics of interest in your community. Open these meetings to the public. (You can receive credit for members recruited through this format in the Shape the Future and Member-Get-a-Member campaigns. See Chapter 6 for more information.)

Chapter 9

BRANCH AND SATELLITE FORMATION AND DISBANDMENT

This chapter describes the processes for forming new branches and satellites and for disbanding branches.

Ten Steps to Branch Formation

The following 10 steps will guide you through the process of forming a new traditional, campus, workplace, or cyberspace AAUW branch. Specific advice for campus and workplace branches can be found at the end of this section. Refer to the branch formation kits and materials (available through Connect2AAUW) to become familiar with AAUW's mission, programs, and policies.

1. Consult with your AAUW state MVP who can offer a wealth of information on AAUW, organizing a branch formation team, completing the necessary paperwork, and recruiting members. Your state MVP's contact information is listed in Branch Formation Kit I. If you are unable to contact your state MVP, contact Connect2AAUW for assistance.
2. Recruit a core group of three to five people for the branch organizing team, which shares all tasks related to branch formation.
3. Complete the State Board Approval Form in Branch Formation Kit I. Be sure to include the proposed name of your new branch. Send the form to the state MVP.

After the state board of directors votes to approve your branch, the state president and MVP will sign the form and send it to the Association. You will receive notification along with Branch Formation Kit II. In the meantime ...

4. Increase the number of core group participants to formulate bylaws, recruit members, and develop programs for the branch.
5. Once you have received the state board's approval, complete the model bylaws in Branch Formation

Kit II or the Tools and Guides section of the Member Center at www.aauw.org/member_center/tools. Send two copies to the Association bylaws chair. The branch bylaws, which can be amended, govern operations of the branch throughout its lifetime.

If you choose instead to operate under working rules for your first year, simply notify the Association bylaws chair. A sample copy of working rules is also included in Branch Formation Kit II. Working rules must be replaced after a year by branch bylaws.

6. Begin recruiting. Make a special effort to recruit women and men who represent a cross-section of your community in terms of age, race, cultural background, physical abilities, religion, sexual orientation, class, and occupation.

You must have at least 15 individuals eligible for membership to be recognized as a branch. To be eligible, an individual must have an associate or equivalent or a baccalaureate degree or higher from a regionally accredited institution. If you have fewer than 15 eligible individuals, you can form a satellite of another branch until your branch membership increases.

7. Plan your programming by asking where members' interests lie. Discuss the community's needs. Be sure to plan a small project that will spur your group into community action. Need suggestions? Contact Connect2AAUW.
8. Select branch officers. When the membership increases, you may choose to elect new officers. Notify AAUW of any officer changes to ensure receipt of AAUW leadership mailings. An Officer Change Form is included in Branch Formation Kit II, or you can download a form from the Forms section in the Member Center of the AAUW website at www.aauw.org/member_center/forms.
9. Mail the following completed forms, included in Branch Formation Kit II, to AAUW to receive proper recognition as an AAUW branch.
 - Petition for Recognition
 - Charter Member List
 - Membership Applications
 - Association Dues for All Charter Members
 - Additional Dues Remittance Forms
 - Branch Officer Form
10. Forward a copy of the Branch Officer Form to your state president and a copy of the Charter Member List and state dues for each branch member to the state finance officer.

At its next meeting, the AAUW Board of Directors will vote to officially recognize your group as an

AAUW branch. Soon after, you'll receive a recognition certificate, a \$50 award grant, and a complimentary AAUW banner.

In addition, for campus branches

- Learn the institution's rules and regulations governing the establishment of a new campus group.
- To use the name of the campus in your branch name, you must receive permission from the appropriate college or university official.
- If you want to have your meetings on campus, you must secure permission from the institution.
- Make sure your bylaws do not conflict with the campus policies.

For workplace branches

- Learn the employer's rules and regulations governing the establishment of a new group.
- To use the name of your workplace in your branch name, you must receive permission from your employer.
- To use the facilities at your workplace, you must receive permission from your employer.
- Verify that the bylaws do not conflict with your employer's policies.

Branch and Student Satellites

A branch satellite is a small group not desiring autonomous branch organization at present but interested in carrying on projects and events as part of an established AAUW branch. You might want a satellite that has a special meeting time or meets on a local campus or workplace site. A branch satellite is defined as a group in a geographical location near an established branch. Branch satellite formation and alliance must be approved by the established branch, and close cooperation should be maintained. Groups that form as satellites may later, if qualified, apply to become a branch.

Satellite Guidelines

1. Organization:

- a. Members in branch satellites pay full Association, state, and branch dues to the treasurer of the established branch and are recorded with the Association as members of that branch. The satellite name (for example, the Cedar Crest College satellite of the Allentown (PA) Branch) identifies its location or nature but is not separately recorded.
- b. To carry out concomitant activities and keep in close contact with the established branch, satellites may establish officers necessary for their work. At least one member of the satellite group must be a board member of the established branch. For delegate representation at state and Association conventions, members of the satellite are counted as members of the established branch.

2. Finances: At the outset, consideration shall be given by the branch to the operating expenses of the

satellite. Re-compensation shall be determined after consultation between the satellite and the branch based on the needs of the satellite and its contribution to the established branch. This may be either a designated subsidy or a percentage of the satellite's dues assessment. There shall be annual reconsideration at the time of branch budget preparation.

3. Use of Name: Unless approved by the established branch and in accordance with the Association "Use of Name" policy, the satellite may not state positions or take unilateral action in AAUW's name.

4. Size: With constant consideration of its branch potential, the satellite should evaluate advantages and possibilities of branch autonomy annually. If such organization is feasible but dues have been paid to the established branch for the current fiscal year, the satellite can apply for branch recognition the following fiscal year. The will to become a branch originates with the satellite, without pressure from the established branch. It is expected that once a satellite has 25 members, it will apply for branch status.

Branch Disbandment

Across the nation, many AAUW branches, both large and small, are thriving and involved in activities and programs that promote the mission of our organization. But some branches are floundering, victims of dwindling membership and lack of stimulating projects or programs. Don't give up and disband until you have thoroughly explored the following options to keep your branch alive:

- Seek advice from "those in the know," such as the AAUW membership committee chair, your regional director, or other state or branch MVPs, particularly those from branches who have experienced what you're going through. Ask what can be done to revitalize your branch.
- Brainstorm ideas that may re-energize current members and entice new ones.
- Hold a special branch meeting and do everything possible to get the majority of members there (for example, phone calls, car pools, refreshments). Use that meeting as an opportunity to openly discuss the branch's future. Ask individuals to share their reasons for joining AAUW. Poll members to see how many want the branch to remain active.
- If members are interested in continuing the branch, even though there may be 10 or fewer members, consider becoming a satellite of another branch or merging with a nearby branch. Then do every thing possible to help both the satellite branch and the accepting branch expedite the arrangements.
- Obtain the paperwork necessary to change the status of a dormant branch. Approval forms for both branch merger and satellite affiliation are available from the AAUW Membership Department.

If you and your members decide to disband your branch, use the following checklist to make your disbandment official.

Branch Disbandment Checklist

Branch President

- Request a current branch membership list from the AAUW Membership Department.
- Request a disbandment form from the AAUW Membership Department or the state MVP and complete it, indicating
 - The membership intentions of your members. Indicate on your membership list what each member intends to do, e.g., Jane Doe—transfer to Somewhere (NH) Branch; Sally Jones—transfer to individual member (member-at-large).
 - The disposition of branch funds and records.
 - The reasons for disbandment.
- Sign and date the form and forward it and the membership list to your state president.

State President

According to the *AAUW Charter and Bylaws*, Article XII, Section 6, “If there is no branch contact, the state may initiate the [disbandment] process.”

After completing any procedures required by the state,

- Sign and date the disbandment form. This date becomes the official disbandment date.
- Forward the original disbandment form, membership list, and any accompanying documentation to the AAUW Membership Department.
- Forward copies of the disbandment form to the regional director and the state MVP.

AAUW Membership Department

- Present the disbandment request to the AAUW Board of Directors or AAUW Executive Committee.
- Following board or executive committee approval, send a notification of disbandment to the state MVP, state president, regional director, branch president, and appropriate AAUW staff.
- Update Association records to show the branch is disbanded.
- Based on information submitted with the branch membership list, update branch members’ records.
- Send a letter to members who have not indicated their future membership intentions.

State President/State Membership Vice President

- Announce disbandment in the state newsletter.
- Announce disbandment in a local newspaper (through a public notice), if applicable, especially if disbandment was initiated by the state.

APPENDIX

This appendix includes AAUW program priorities, organizations and publications to use as references, and a contact list.

AAUW COMMUNITY PROGRAMS

AAUW's program portfolio offers many opportunities to improve the status of women and girls—at work, in school, and in the community. These programs are designed to help AAUW states and branches prepare women and girls, and the institutions that serve them, for the challenges ahead. Also use these programs to qualify for 21st-Century Recognition Awards, which honor exemplary state programs.

AAUW has also created a new online resource called “Program in a Box” to help members consider and choose program activities for their branches. Each Program in a Box outlines an activity that could be chosen for your branch, with the “what, why, and how” to implement that program. Program descriptions have hyperlinks to downloadable resources that provide wider programming options. Visit the Program in a Box web page in the Member Center of www.aauw.org.

For *Signposts* and *AAUW Tech Check for Schools*, contact ShopAAUW. For all other programs, guidelines and materials are available from your state or branch president or program vice president, the Resources for Officers section in the Member Center at www.aauw.org/member_center/branches_states, or the AAUW Programs Department at program@aauw.org.

¡Adelante! Book of the Month

AAUW's book of the month club is a component of ¡Adelante!, our overarching diversity awareness and outreach program. ¡Adelante! is Spanish for “moving forward” or “let's go!” a name particularly apt for this book club, which encourages members and nonmembers to explore issues concerning social justice. Fiction and nonfiction book selections address a broad range of topics. Book discussions take place at

the branch and community level as well as through a nationwide e-mail list. For more information, go to www.aauw.org/education/community_programs.

Open World Russian Leadership Program

In partnership with the National Peace Foundation, AAUW branches host a group of professional Russian women visiting the United States. Visits last eight days, and funding is available to defray expenses. Hosts provide daily work experiences, participation in community and cultural activities, and home stays. For more information, go to www.aauw.org/education/community_programs.

Or develop an internship based on your branch's or state's needs. After the internship, invite undergraduate interns to join as student affiliates and, upon graduation, to become members.

For guidelines, applications, campus announcements, position descriptions, work plans, and registration forms, visit the Resources for Officers section of the Member Center on the AAUW website at www.aauw.org/member_center/branches_states or contact Connect2AAUW.

AAUW Voter Education Campaign

AAUW has conducted voter education and get-out-the vote activities in almost every state since 1995. For the 2000 elections alone, AAUW members and their coalition partners reached 2 million drop-off women voters in 136 congressional districts and 14 Senate races. AAUW's approximately 100,000 members and more than 1,000 branches and their coalition partners educate women voters on critical issues and mobilize women to vote, ensuring that women's voices are heard. For more information, go to www.aauw.org/advocacy/issue_advocacy/.

Education and Equity: Choices for a Changing World

For information about these programs, visit www.aauw.org/education/community_programs.

Sister-to-Sister Summits and Sisters in Action

Since 1997, branches, states, and interbranch councils nationwide have hosted Sister-to-Sister Summits to provide a forum for girls ages 12 to 16 to voice concerns about issues that affect them in school. At the summits girls develop action plans that they, with the support of concerned adults, can implement in their communities.

Sisters in Action, funded by the AAUW Educational Foundation and launched in 2001, was designed to build on local AAUW Sister-to-Sister Summits. While summits offer a forum for adolescent girls to discuss topics that concern them, Sisters in Action provides opportunities for the girls to address and negoti-

ate the many issues that they face daily—issues such as peer pressure, body image, sexuality, and sexual harassment. The Sisters in Action section on the AAUW website includes strategies for eight Sister-to-Sister follow-up activities, a section on getting media coverage of events, and a resource section that includes contact information for eight pilot sites.

Woman-to-Woman Community Dialogues on Social Justice

Woman-to-Woman is a series of community dialogues sponsored by an AAUW branch and at least one other partner organization. The program gives participants an opportunity to identify issues of common concern in the community, form new alliances, gain exposure to new ideas, and continue lifelong learning. Topics are determined at the local level under the umbrella of social justice. Like Sister-to-Sister, a strong Woman-to-Woman program has diverse participants and culminates in ideas and action to address common community concerns.

Transitions Conferences

In 1999 the AAUW Educational Foundation released *Gaining a Foothold: Women's Transitions Through Work and College*, a report that explores how and why women make changes in their lives through education. The report inspired local Transitions Conferences, where AAUW branches partner with community groups and institutions to encourage and help women who are considering a return to school. Conferences provide information and support on financial aid, study skills, and issues related to balancing life with school and work.

***Signposts: A Guide and Recognition Program for Schools* (available through ShopAAUW)**

Drawing on the comprehensive AAUW Educational Foundation report, *Gender Gaps: Where Schools Still Fail Our Children*, *Signposts* provides a road map to becoming a gender-fair school. The guide suggests gender equity goals for schools in nine topics: math education, science education, instructional materials, technology, professional development, sexual harassment, dropout prevention, athletics, and school-to-work. Schools that meet at least five criteria can earn recognition from the local branch.

***AAUW Tech Check for Schools* (available through ShopAAUW)**

Tech Check was developed in response to Gender Gaps' finding that girls are severely underrepresented in technology education and lack the interest and confidence that boys show in this important area. *Tech Check* provides AAUW members and schools a tool for action to address this gender gap. The guide lists 18 indicators of a gender-equitable learning environment, ideas for how community groups can help, and more than 25 resources.

AAUW LEADERSHIP AND TRAINING INSTITUTE

The AAUW Leadership and Training Institute, a 501(c)(3) organization, provides women and girls with the necessary training, resources, and opportunities to become confidently self-sufficient and leaders in their communities. The institute has a broad educational focus, offering programs to promote women's

economic self-sufficiency, leadership development, career advancement, and technical skill development. Programs are designed to have broad appeal through a variety of structured and experiential conferences, workshops, seminars, and courses and the creation of programmatic models, educational resources, learning tools, and national partners.

Leadership Literacy

The institute's leadership literacy program supports the annual National Conference for College Women Student Leaders (www.aauw.org/nccwsl). Designed for college and university women in campus or community leadership roles—and those who have leadership aspirations—the conference offers students an opportunity to gather the information, skills, and resources needed to embrace today's leadership challenges. Students nationwide interact with top women in the fields of leadership, finance, and technology; hone skills in leadership, advocacy, civic engagement, networking, and career planning; build relationships with peers and other women who can support their professional and personal growth; and create practical solutions to challenges on their campuses and in their communities. Leadership training programming will also be developed for adult women.

Financial Literacy

The financial literacy program aims to empower women and girls to become economically self-sufficient and financially savvy. The program addresses an intergenerational audience—girls in grades K-12, young women in colleges and universities, and adult women—to bridge the educational insufficiencies that prevent women and girls from fully participating and succeeding in the financial world throughout their lifespan. Programming increases financial competency and understanding and encourages women to take part in finance-related activities, fields of study, and careers. In keeping with the continuing education model for its programming, the institute will offer financial literacy programming at introductory, intermediate, and advanced levels. Participants can use the programming at the level that meets their needs and progress to more advanced programming as their knowledge, skills, and needs dictate. Ultimately, the financial literacy programs will produce a model program to be replicated nationally in various settings.

Technology Literacy

Through its technology literacy project, the institute assesses best practices of girls' and women's programs that promote a highly skilled, motivated, and diverse work force in science, technology, engineering, and mathematics. The goal is to develop national program models to empower participants to take leadership roles in their schools, communities, and careers by integrating educational and career guidance, role models, mentoring, and community service.

ADDITIONAL RESOURCES

Although some of the resources listed below are designed for associations in general, you will find many of the suggestions, examples, logistics, and strategies useful to you and your branch or state membership management responsibilities.

Organizations

The following organizations provide useful information for people who work in volunteer organizations. Many of these organizations publish books or newsletters that may be of interest.

Alliance for Nonprofit Management

1899 L St. N.W. Ste. 600
Washington, DC 20036
Phone: 202/955-8406
www.allianceonline.org

American Society of Association Executives

1575 I St. N.W.
Washington, DC 20005-1103
Phone: 888/950-2723
www.asaecenter.org

BoardSource

1828 L St. N.W. Ste. 900
Washington, DC 20036-5114
Phone: 877/892-6273
www.boardsource.org

Energize

5450 Wissahickon Ave.
Philadelphia, PA 19144
Phone: 215/438-8342
www.energizeinc.com

Points of Light Foundation

1400 I St. N.W. Ste. 800
Washington, DC 20005
Phone: 202/729-8000
www.pointsoflight.org

NonProfit Times

201 Littleton Rd. 2nd Floor
Morris Plains, NJ 07950
Phone: 973/401-0202
www.nptimes.com

Publications

Andreasen, Alan R., and Philip Kotler. *Strategic Marketing for Nonprofit Organizations*, 6th ed. Englewood Cliffs, N.J.: Prentice-Hall, 2002.

Attracting, Organizing, & Keeping Members. Washington, D.C.: American Society of Association Executives, 1989.

*D'Amour, Cynthia. *How to Recruit Generation ME*. Ann Arbor, Mich.: Jump Start Books, 2000.

*D'Amour, Cynthia. *How to Turn Generation Me Into Active Members of Your Association*. Ann Arbor, Mich.: Jump Start Books, 1999.

Karlson, David, and Donald Ethier. *Association Membership Basics: A Workbook for Directors and Members*. Crisp Publications, 1997.

Levin, Mark. *Membership Development: 101 Ways to Get and Keep Your Members*. Columbia, Md.: B.A.I., 1995.

*Levin, Mark. *Millennium Membership: How to Attract and Keep Members in the New Marketplace*. Washington, D.C.: American Society of Association Executives, 2000.

*Nicolais, Susan. *Membership Marketing*. Washington, D.C.: American Society of Association Executives, 2000.

Sirkin, Arlene Farber, and Michael P. McDermott. *Keeping Members: The Myths and Realities*. Washington, D.C.: Foundation of the American Society of Association Executives, 1995.

* Excerpts from these books are included in this tool kit.

GETTING HELP

Take Advantage of the AAUW Website (www.aauw.org)

On the AAUW website, you'll find almost everything you need to succeed as MVP. Have your member number available to enter the member center.

Subject

Location

Branches and states information

http://www.aauw.org/member_center/branches_states/index.cfm

Forms

http://www.aauw.org/member_center/forms/

Give a Grad a Gift	https://svc.aauw.org/join/gradgift.cfm
Keys to the Future	http://www.aauw.org/member_center/membership_growth/MGM_Campaign.cfm
Membership information and applications (all categories)	http://www.aauw.org/about/join/
Membership renewal forms	https://svc.aauw.org/join/mal_renew.cfm
Membership Tool Kit	http://www.aauw.org/member_center/tools/MembershipToolkit/
Museum	http://www.aauw.org/museum
News coverage (national, state, and local)	http://www.aauw.org/About/newsroom/
Programs	http://www.aauw.org/member_center/programs/ (send questions to program@aauw.org)
Public Policy	http://www.aauw.org/advocacy/issue_advocacy/ (send questions to votered@aauw.org)
Shape the Future	http://www.aauw.org/member_center/membership_growth/shape_overview.cfm (send questions to memberrequests@aauw.org)
Tools and guides	http://www.aauw.org/member_center/tools/
Value of belonging	http://www.aauw.org/join/

Questions

Connect2AAUW

Call weekdays between 10 a.m. and 5 p.m. Eastern time. If you get voice mail, leave a message including your name and phone number with area code, and a staff member will return your call by the next business day.

E-mail: connect@aauw.org

Phone: 202/728-7637 or 800/326-AAUW (2289)

Fax: 202/861-8068

AAUW Member Requests - memberrequests@aauw.org

Request branch reports and labels or ask questions about honorary life memberships, Shape the Future status, and the like.

AAUW Member Records - records@aauw.org

Change contact information and e-mail addresses and submit officer forms and changes. Do not send inquiries to this address.

AAUW Educational Foundation

E-mail: foundation@aauw.org

Phone: 202/728-7602

TDD: 202/785-7777

Fax: 202/463-7169

Web: www.aauw.org/ef

Fellowship and grant applications

319/337-1767 ext. 60

Legal Advocacy Fund

E-mail: laf@aauw.org

Phone: 202/785-7750

Web: www.aauw.org/advocacy/laf

To contact other departments and staff at the national office, visit Contact Us on the home page of the AAUW website at www.aauw.org.

Brochures

Up to 25 copies can be ordered from Connect2AAUW. Order larger quantities from ShopAAUW at aauw.tranguard.com. Other tools and guides can be found in the Tools and Guides section of the Member Center at www.aauw.org/member_center/tools/.

Fellowships and Grants: Provides information about the programs, application processes, and deadlines

Make the Connection: College/University Partnership Program brochure

A Matter of Justice: Summary of the Legal Advocacy Fund programs

Student affiliate brochure

Public Policy Program: Action priorities and principles that guide AAUW members' actions

Membership Brochure: Contains “who we are, why you should join” information and includes an application form

MEMBERSHIP TOOL KIT EVALUATION

1. Rate the tool kit using the rating scale below:

1(Poor)	2(Fair)	3(Good)	4(Outstanding)	
Chapter 1	1	2	3	4
Chapter 2	1	2	3	4
Chapter 3	1	2	3	4
Chapter 4	1	2	3	4
Chapter 5	1	2	3	4
Chapter 6	1	2	3	4
Chapter 7	1	2	3	4
Chapter 8	1	2	3	4
Chapter 9	1	2	3	4
Appendix	1	2	3	4
Overall Tool Kit	1	2	3	4

2. What did you like most about the Membership Tool Kit?

What did you like least?

3. What other membership-related topics would you like included in future tool kits?

Your feedback and recommendations are important to the development of AAUW's Leadership Library. Please return your completed evaluation to Director, Membership, 1111 Sixteenth St. N.W., Washington, DC 20036, fax: 202/861-8068, or membership@aauw.org.

AAUW Membership Tool Kit ©2008 AAUW